



LEISURE *management*

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FOR THE LEISURE PROFESSIONAL

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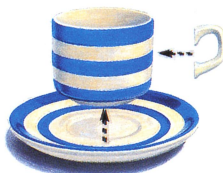
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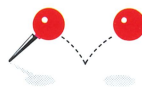
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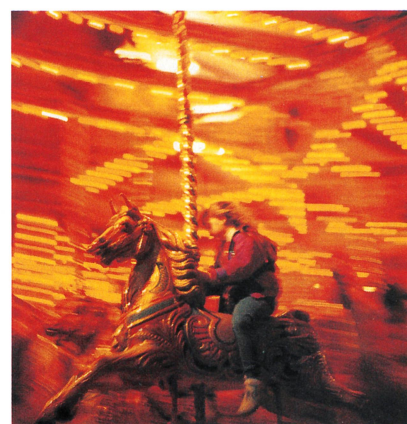
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Visitors at heritage properties

Write to us at Leisure Management,
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LEISURE MANAGEMENT

correspondence

PARKS HOLD KEY TO HEALTH

Four years after the Allied Dunbar Survey showed us what a dreadfully unfit lot we are, a Physical Activity Task Force finally makes some recommendations as to what should be done. However, the report *More People, More Active, More Often* totally ignores the role of public parks in providing opportunities for active recreation.

The new Health of the Nation message for improving personal fitness is to take 30 minutes of gentle exercise every day. Surely one of the best places to take such exercise is in the local park?

Public parks were established under successive Public Health Acts and are probably the most effective public health measure ever taken.

If the new Department of National Heritage could be persuaded to give a fraction of the attention to our parks heritage that it gives to sport, the condition of so many British parks might not be in such a sorry state.

One look at the target groups named in the report as being the most at risk from a sedentary lifestyle suggests they would be far more likely to be attracted to fitness promotion in local parks than to join sports clubs and fitness centres.

The only role prescribed for the National Lottery by

the Physical Activity Task Force (chair: D Casey) is through the money which is distributed by the Sports Council (prop D Casey). This is nonsense. It is the Heritage Lottery Fund which has declared urban parks to be one of its key causes, and it is this investment which has the greatest potential to encourage more active lifestyles among children, women, el-

derly, ethnic minorities, the disabled and the obese, all of whom are targeted in the report. It is in parks rather than sports centres where the new leisure-health alliances should begin.

The report ends by suggesting areas for further research. My suggestion is that this should concentrate on examining opportunities which parks provide for healthy exercise and remov-

ing the present barriers to their use. Equating fitness with sport is well intentioned but it is a costly and inefficient way of tackling a serious national health problem. Perhaps if the target groups had been better represented on the Task Force, it might have come to more sensible conclusions.

Alan Barber, consultant
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COURSES DIMINISH WITH CCT

I wonder if any of your readers have experienced what I consider to be a dire effect of Compulsory Competitive Tendering, namely the virtual demise of 'day release' and 'external training', at a higher level.

Prior to CCT, there was a measure of co-operation within what was regarded as a public service. Nowadays, we see a 'siege mentality', as remaining in-house DSOs fight for survival - and many now face the second round - by seeking to reduce all costs, including staff costs.

When a chief officer, I argued strongly against the compulsory aspect of CCT (LM July 1991, p5) and pointed out some of the dangers. At that time, I was concerned at the very narrow financial margins adopted by private sector leisure management companies, and suggested that some would inevitably 'go to the wall'.

Perhaps we have yet another consequence of CCT. At Guildford College, there used to be a Continuing Education Certificate in Leisure Management course run in conjunction with ILAM and approved by BTEC. Four years ago, this was a thriving course with 15 or so students, drawn mainly from leisure centres in the sub-region. The numbers has gradually

dwindled to the point where virtually no one comes from the centres - and the College has had to abandon the course, replacing it with an HNC.

Our experience with the CEC course is similar to that at nearby Farnborough College, which has also abandoned the course due to diminished numbers. I should be interested to know if other training institutions have experienced anything similar with part-time recreation courses.

It may be that managers are now concerned solely with the 'minimum legal qualification' and not with training for the good of the service and for the future career of the individual. If so, then in the long run the profession will undoubtedly suffer, as only the 'client side' will have the wherewithal to facilitate external training. The 'contractor' side will become a ghetto, with little opportunity for either career advancement or external training.

I can only hope I am wrong, but I fear that once again central government has shot us all in the head, not just in the foot!

Byron Grainger-Jones, programme manager, HNC Leisure Studies, Guildford College of Higher Education
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EDITOR'S LETTER

GREEN CITIES

The state of Britain's urban parks and their role in urban renewal has been the focus of great debate in recent months.

In May, Comedia and Demos published the report *Park Life: Urban Parks and Social Renewal*. In June, the Department of the Environment (DoE) hosted a seminar on urban parks, in August ILAM issued a policy statement and last month an ILAM conference on urban parks played host to Sir Paul Beresford, parliamentary undersecretary of state at the DoE. At the seminar Beresford announced the commissioning of a second report from Comedia in the form of a good practice guide to the management of urban parks.

Urban parks make up around 20 per cent of the developed land area in Britain and are visited by around 8 million people every day. In some areas, their tradition of management excellence is being undermined by changes such as CCT, while patterns of use are being significantly altered by social change. As a result, many parks are failing to make their contribution to urban renewal. "It is not that they are in a terminal state of decline" according to *Park Life*, but "many are routine and boring, and exude a sense of gentle decay."

In his conference paper, Beresford highlighted a number of issues, including safety in parks, saying that "the presence of other, where possible, a figure of authority, will help people feel more secure. We must not destroy the peace and quite of the park," he said, "but the more activities that take place in them, the more secure people feel about being there."

He stressed the importance of using CCT carefully in the management of parks, 'the key is stipulating quality standards to be met', and mentioned that the new Comedia report on good practice will include an examination of quality criteria in contract specifications. Guidelines for lottery bids for parks are also being drawn up and are expected to be available in the next few months.

Leisure centres and other indoor facilities, although equally important, are no substitute for open space and urban parks and offer an entirely different set of experiences. Beresford said that quantifying the argument for indoor facilities was easier than for outdoor as visitor numbers are easier to measure. He suggested that the establishment of performance indicators for parks should be a high priority to enable councils to really understand the role of their parks and open spaces, and suggested that "with an almost unlimited demand for local authority resources, strong arguments will be needed to persuade councillors to invest in parks."

Park Life took a very healthy view on parks. They are not shrines, they are a living resource. Some have become redundant, some are the wrong size or would benefit from development or change of use, others work well as they are. What is called for is a fresh, dynamic and honest appraisal of the best way forward to creating new kinds of public spaces which preserve the best of the old, but update and evolve the rest according to the changing needs of today's society.

Liz Terry, Editor



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NEWS

CLUB CHANGES HANDS • WEMBLEY FINANCES

FIRST LEISURE ACQUIRES HEALTH CLUB

First Leisure Corporation has moved further into the health and fitness industry with the acquisition of Coventry Racquet Centre.

The tennis and health centre is set on a six-acre site in the city centre. First Leisure is planning a major refurbishment, but plans are not yet finalised. "We will be upgrading and enlarging the facility," says First Leisure's Nick Tamblin. "At the moment it is fairly tired looking and

in need of enlarging. We intend to turn the business around." Existing facilities include a large tennis hall, a gym, and eating and drinking outlets. All are in need of reconfiguring.

This acquisition is in keeping with the recent trend of mainstream companies assertively moving into the health and fitness industry, such as Whitbread's recent acquisition of David Lloyd Leisure. First Leisure is also

scheduled to open a health and fitness centre in Poole next year. Most of its facilities will be new-build, but Tamblin says that on occasions when a centre can be acquired at the right price, the company will be keen to buy.

The centre will be run by ISL, the company which is 75 per cent owned by First Leisure and operates the Royal Berkshire Health and Racquets Club. Details: +44 (0)171 437 9727

IN BRIEF

● Wembley's refinancing has proved successful. Its interim results show turnover from continuing operations up 5.6 per cent to £54.4m. Profits were aided by four lucrative concerts and a successful season on the greyhound track. A groupwide programme for performance enhancement is presently under implementation. Sir Brian Wolfson will also be leaving the board. Chair, Claes Hultman comments: "Sir Brian was chair of Wembley for 10 years and steered the Group through some very difficult times. I would like to thank him for his special contribution. Details: +44 (0)181 902 8833

● Ladbroke Group has announced a pre-tax profit of £56.5m, an increase of 23 per cent. This growth is largely the result of a strong performance by Hilton International and the sale of Texas Homecare. The betting and gaming division suffered as a result of the lottery, with profits down by £225.6m and 300 redundancies had to be made. Group chief executive Peter George says: "In common with the rest of the gaming industry, we need the freedom to respond competitively to the lottery." He calls for a reduction in betting duty and prize machines in betting shops. Details: +44 (0)171 323 5000

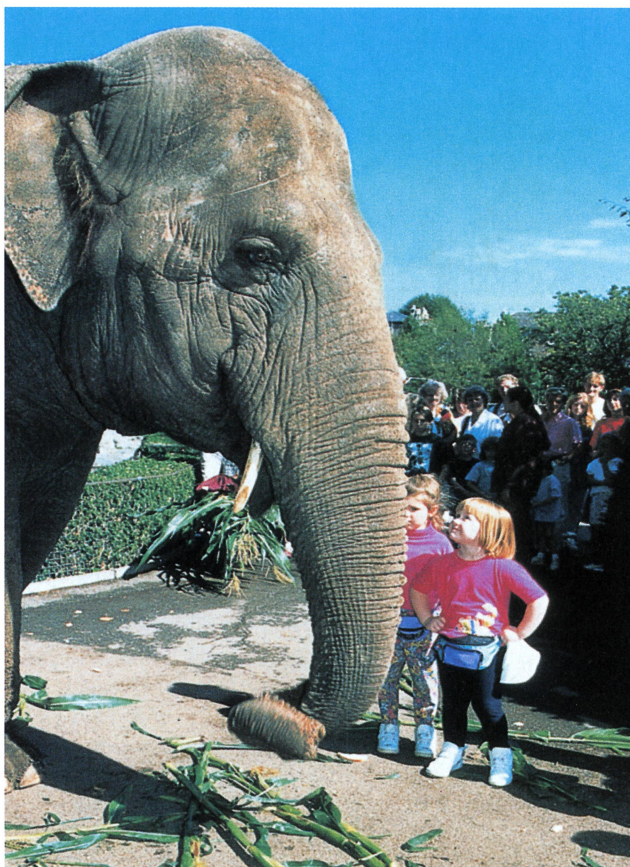
CAPPING JACKPOTS

The National Lottery has hit the headlines again - the Liberal Democrats have voted to ban Instants scratchcards and limit the jackpot to £1m.

The logic behind this is that more people would be made millionaires and scratchcards present the danger of addiction.

Opposing Lib Dems have argued this is a killjoy attitude. Lottery operator, Camelot argues that the bigger the jackpot, the bigger the contribution to good causes and that sales increase between 15 and 20 per cent on rollover weeks. The average jackpot win is £750,000 because of shared wins and syndicates.

Camelot also says that scratch cards are not addictive, maintaining that average spend on them is £1.50 and appeals to a range of socio-economic groups. The company also says that more money is still spent on other types of gambling than on the lottery. Details: +44 (0)171 839 6051



● The £5m development programme is underway at Bristol Zoo with the start of the first three projects - a new house for small mammals, a redevelopment of the invertebrate house and a new visitor entrance. The emphasis of the exhibitions will be how mammals adapt to their environment and invertebrates role in the eco-system. Details: +44 (0)117 973 8951



The Peak District in Derbyshire is one area in the UK to which the debate about conservation applies

NATIONAL TRUST AND RURAL AREAS

A National Trust conference held in Manchester last week looked at issues affecting the countryside.

Leading academics, conservationists and experts gathered at the National Trust Centenary Countryside Conference to discuss rural areas and how they can be used for the benefit of everyone, at the same time as staying well maintained.

Michael Dower of the

Countryside Commission described the conference as "the opportunity to break through the confrontation between conservation and livelihood and to agree that they can, indeed must, flourish together."

Environment secretary, John Gummer, was the keynote speaker. Other speakers included, the Earl of Selbourne of the chair of the Joint Nature Conservation Committee and Marius

Enthoven of the European Commission. Paul Flatters of the Henley Centre spoke about trends in countryside use over the last 10 years and how this has been affected by changing demographics and increasing leisure time.

Dr Barbara Bender of University College London gave her views on Stonehenge and its present day significance. Details: +44 (0)1772 881888

JUDGEMENT DAY

The quest for the National Stadium is almost over as last week the Sports Council heard presentations from the five consortia putting forward bids (Leisure Opportunities, 14 Aug).

The decision will be given on 31 October as to which stadium will be bestowed the honour. The successful stadium is likely to be part of the 2008 UK Olympic bid. Details: +44 (0)171 387 9415

ALLIED LEISURE SHOWS PROFITS

Leisure operator Allied Leisure has found the formula for success, as it sees its turnover increase by 13.9 per cent for the year to 18 June.

During the past year the company has been streamlined, with the disposal of nightclubs, concentration on its bowling based entertainment centres and the introduction of branded food concepts. The result was a profit before tax of £1.83m compared with a pre-tax loss of £30.06m for the 11 months to 19 June 1994.

Chair, Ken Scobie comments: "our twin objectives now are to achieve leadership in bowling based entertainment centres and to build a broadly based leisure company." Future activities will see the introduction of more non-bowling leisure activities and loyalty programmes. Details: +44 (0)171 583 4567

IN BRIEF

● The Sports Council has given a further boost of £550,000 to governing bodies of Olympic sports; athletics received £70,000, hockey £80,000 and rowing £50,000. Sports Council chair, Rodney Walker says this "is only a small part of the total that the British Olympic Association is seeking to raise to make sure that Britain competes with distinction at the Games. Details: +44 (0)171 387 9415

● Hinckley Island Hotel has joined with Tamworth Snowdome to offer skiing breaks. Four categories of programme are offered including learn to ski in a day and in pursuit of excellence. Two night packages start at £88 and discounts are given for groups of 10 or more skiers. Guests can also use the hotel leisure club and health and beauty clinic. Details: +44 (0)1455 631122

● A further 33 grants amounting to £7.7m have been awarded by the National Heritage Memorial Fund. There was a great deal of support for the re-use of buildings in inner cities. Recipients include the Anti-Slavery Archives in Brixton which describes the anti-slavery movement up to the present day. The Tower of London (Leisure Opportunities, 14 August) was also successful. Details: +44 (0)171 930 0963

DEVELOPMENTS

SHEFFIELD LEISURE PARK • INDOOR SKIING • NORTHERN REGENERATION



● A £3.65m heritage centre has been given the green light by Motherwell District Council, (LM, May 1995, p6). The museum will be built on the site of a former swimming pool and will use state-of-the-art technology to tell stories of individuals and communities. Details: +44 (0)1698 266166

REGENERATION PROJECT IN TYNESIDE

A £5.75m grant from the lottery sports fund will allow the completion of a leisure centre at North Tyneside's Smiths Park.

The £16.3m project involves the reclamation of land next to the River Tyne (Leisure Opportunities, 22 Sept) and is part of a two-year regeneration programme of the city, undertaken by North Tyneside City Challenge.

This is the biggest ever grant awarded by the lottery sports fund and has been welcomed by the City Challenge team.

"The success of this project in attracting this award reinforces the importance of the regeneration activities," says David Clouston, chair of the team.

The final phase will be the construction of The Smiths Park Centre. Facili-

ties include two full size artificial turf pitches for football and hockey, four all-weather surface courts for five-a-side football, netball, basketball and mini-hockey; the refurbishment of three bowling greens; two grass football pitches; an indoor bowls hall and a sports hall with fitness suite, sauna, creche and changing facilities. Details: +44 (0)191 296 3686

CAPITAL LEISURE

Work has started on a major shopping and leisure centre in north London.

St George's Shopping and Leisure Centre in Harrow is being developed by Boots Properties and is due to open next spring.

The scheme will include a nine-screen cinema, five restaurants, a family entertainment centre, car parking, two major stores and 22 shop units. Details: +44 (0)171 240 5131

THI PROPOSES SHEFFIELD SCHEME

THI has applied for outline planning permission for a 200,000sq ft leisure scheme in Sheffield's Lower Don Valley.

Proposals include a 2,400 seat multiplex, bowling, restaurants, nightclub and bingo. Car parking and a new Supertram stop will also be provided. THI managing director John Henley says: "this is a superb opportunity to create one of the largest family entertainment parks in the country. We welcome working with the Development Corporation on such an exciting project."

THI recently bought the 17-acre site from the Sheffield Development Corporation (SDC) for an undisclosed seven figure sum and hopes the SDC will grant planning permission by Christmas. Details: +44 (0)114 272 0100

IN BRIEF

● Work is underway on a £2.6m leisure centre in Thetford, Norfolk, due to open next summer. The scheme includes a six-lane, 25m pool with 300-seat viewing, making it suitable for regional and national swimming competitions. A fun pool with a wave machine, flume, spa and 10 metre learning pool will also be included. Details: +44 (0)113 244 1862

● Plans for the new leisure complex at White Rock Gardens in Hastings have been unveiled. The £15m projects is a consortium between Leisure England Limited, Taylor Woodrow and Hambros Bank. It will include a leisure pool with wave machines and water rides, a multiplex, bingo, nightclub, bars and restaurants. Details: +44 (0)1832 280659

● Sheffield University is seeking planning clearance for a £6m revamp of its sports centre. A sports hall would be built to house tennis, basketball, badminton, volleyball, gymnastics and aerobics facilities. A fitness centre with more than 100 stations would be installed in an existing hall. Details: +44 (0)114 276 8555

● City Estates is applying for outline planning permission for a £5m leisure development in Eastleigh. Details: +44 (0)1703 614646



● The £35m development 100 Motor Plaza will go-ahead later this year, after being granted planning permission by Coventry City Council. The scheme is a joint development between United Realty Crowngate and the City of Coventry in a regeneration initiative. A multiplex, arena, conference centre, motor museum, bingo and food and drink outlets will be included. Details: +44 (0)171 493 4450

YORKSHIRE SNOW WORLD PROPOSAL

Plans for the UK's largest snowdome, have been submitted to Wakefield Metropolitan District Council, for the redevelopment of a 335-acre site in Castleford.

Nottingham-based Waystone is the developer for the project, working with the government regeneration agency, English Partnerships, and the council, in joint venture with Crystal Mountain Developments. United Realty Crowngate, the company building the 100 Motor Plaza in Coventry later this year (see above), is also part of the consortium.

The spectacular building has been designed by Waystone. The snowdome is 50 metres high and 160 metres in diameter. The focal point is the ski village which will include a black, a red, a

green and a blue run and nursery slopes. Tobogganing will also take place around the edges and a chair lift runs through the centre of the dome.

"The whole area will be themed in a Alpine style," says a Waystone spokesperson. "A revolutionary type of artificial snow will be used which recreates a type of powder snow which hasn't yet been tried in this country."

Other facilities likely to be included are cinemas, tenpin, a health club, a virtual reality centre and corporate facilities. Both the cold and warm areas will have restaurants and bars.

Around 7.5 million people live within 40 minutes of the site; Manchester falls within the catchment area. An average stay is expected to be up to four hours. Details: +44 (0)1924 290900

OASIS VILLAGE

The Rank Organisation has been given planning permission for its Oasis Holiday Village in Cumbria.

Work starts immediately, for a summer 1997 opening. Planning approval has also been given for a village in Kent, but a decision from the Department of Environment is awaited. Details: +44 (0)1753 517799

OXFORD'S SECOND TRY

A proposal for a multi-million pound leisure complex in Oxford is being considered by planners.

This is the second time that the plans have been submitted by Pentith Ltd as previously residents complained that the proposed buildings lacked character and were not in keeping with the rest of Oxford. "Plans have now been reworked to be more fitting with the scenery," says planning officer, Murray Hancock.

The site is on the riverside, next to the Oxford Ice Rink and is presently mostly wasteland. The facilities will include a multiplex, tenpin, a nightclub, bingo, a public house and five restaurants. There will also be a coach park, a car park and a piazza. Details: +44 (0)1865 249811

IN BRIEF

● Early discussions between South Glamorgan County Council and the Welsh Rugby Union are ongoing about creating a 75,000 seat £105m super stadium in Cardiff Arms Park. Details: +44 (0)1222 872000

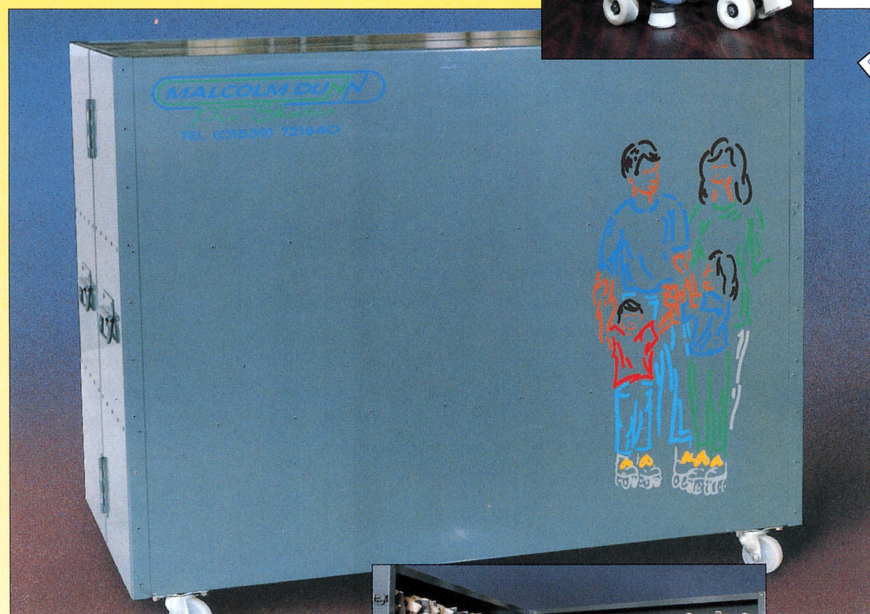
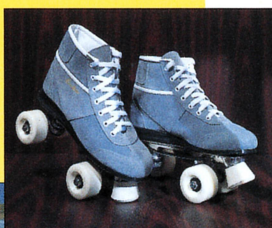
● North Yorkshire's opportunity to have a major countryside and equestrian centre looks likely to be blocked by planning policies. An undisclosed company has held informal talks with Hambleton Council for a facility which includes a countryside crafts village where such skills as falconry and thatching could be learnt, a hotel, chalets and caravan park, an indoor equestrian centre, a three day event course, a bloodstock centre and the North Yorkshire showground. Planning officer Mick Jewitt says: "a change in planning policy would be needed for this scheme to go ahead because it involves major elements of building on an open countryside site." The matter will be concluded in February. Details: +44 (0)1609 779977

● A £3.2m leisure centre is being built in Portishead, incorporating a 25 metre swimming pool, a leisure pool with slides and fountains. Dry facilities include soft play, a sports hall, indoor bowls, and a multi-gym. Details: +44 (0)1934 631701

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PARENTS DISAGREE OVER SAFETY

The hot summer has caused problems for some swimming pool operators in enforcing safety standards.

Some facilities trying to adhere rigidly to the Institute of Sport and Recreation Management's (ISRM) *Pools Admission Policy* received criticism from parents who felt it infringed their right to let their children swim.

The policy recommends that children of less than eight years old should be accompanied by an adult over the age of 16. One adult can accompany up to two children, and children under the age of five should always have one adult supervising them.

ISRM chief executive, Ralph Riley says that safety

should come before parents' disappointment: "the Institute's guidance and admissions policy to swimming pools is recognised as a national safety standard. It has been and undoubtedly will continue to be quoted in legal proceedings following an accident, injury or fatality." Details: +44 (0)1664 65531

LEEDS STRATEGY

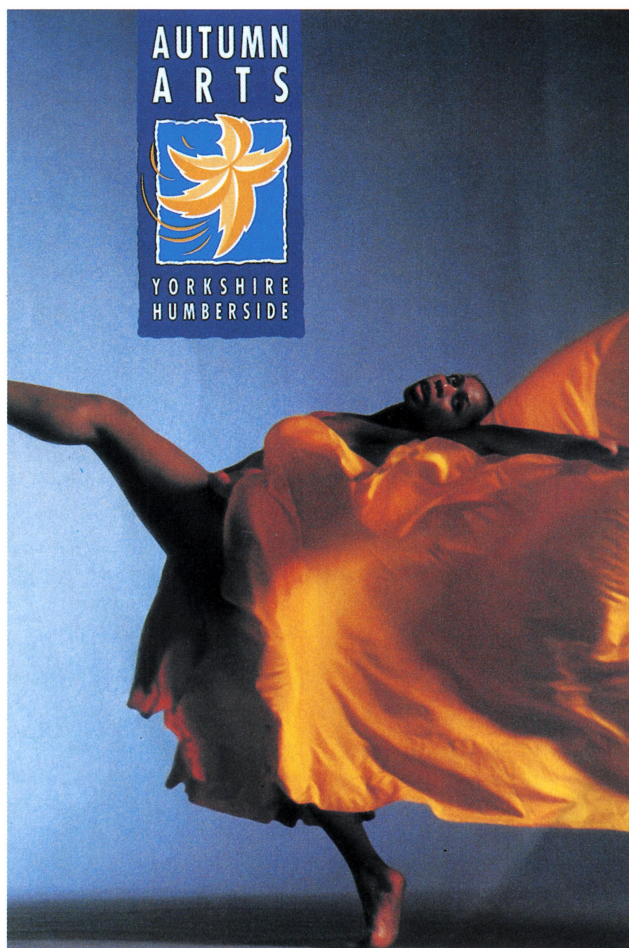
Leeds City Council has a new action plan for sport in the city, thanks to a corporate review of sporting provision.

The city has a long tradition of sports development and the review, undertaken by Knight, Kavanagh and Page, aims to enhance it further. The study looked at all sporting activity from foundation to performance and excellence, including its advisory services and leisure card schemes. Details: +44 (0)161 832 0107

VIDEO PRIZES

The London Borough of Lewisham is running a pilot scheme inviting residents to make suggestions about how service could be improved.

A video box is being installed at Wavelengths Leisure Centre and then at Lewisham Town Hall. The person who makes the best suggestion will win £40 worth of videos. Details: +44 (0)181 314 6079



● Yorkshire and Humberside's tourist board and arts organisation has clubbed together to launch an initiative promoting arts in the region. Autumn Arts involves the production of a monthly magazine listing all arts and culture activities. Short break packages are also organised. Details: +44 (0)1904 707961

IN BRIEF

● Campaigners have failed in their last ditch effort to keep the Norwich Duke Street Centre open (LM, August 1995, p14). Norwich City Council is having to close down the centre in order to make cuts and a buyer has not been found to save it. Details: +44 (0)1603 622233

● Maidstone Council has appointed London-based Marylebone Warwick Balfour as the new developer for its Lockmeadow site, following the collapse of a previous scheme (Leisure Opportunities, July 1995, p6). The development will include a multiplex, bingo, sports facilities and restaurants. Details: +44 (0)1622 602000

● London Borough of Richmond has introduced a leisure card in partnership with local businesses. Discounts are given in shops, restaurants and a range of leisure activities. Details: +44 (0)181 891 7777

● London Borough of Kingston is currently in litigation with the view to seeking to recover essential repair costs to the Malden Centre. The claim would involve the original architectural firm, consultants and contractors. The centre had to close for eight weeks this summer for extensive repairs. Details: +44 (0)181 546 2121

PUBLIC EYE

COTSWOLD PLAN

A management strategy has been formed to restore and upkeep the Cotswolds.

The Cotswolds Area of Outstanding Natural Beauty (AONB) is the work of county and district councils in the region, the Countryside Commission, English Nature, farmers, landowners and volunteers and provides a framework for the protection of the area into the next century.

"The Cotswolds needs ongoing protection to ensure its survival," says Peter Secombe, the AONB project officer. "The management strategy looks at the major pressures facing the AONB and suggests practical ways of taking care of it for the future."

The wildlife, buildings and history are all considered in the plan, particularly ancient woods, grasslands, stonewalls, stiles and historic and archaeological sites. Issues such as more environmental ways of farming are also explored, as well as enhancing public access and recreation. Details: +44 (0)1452 427400

HARROW REFURB

The London Borough of Harrow is to undertake a £3.6m refurbishment of the Harrow Leisure Centre.

A table tennis centre will be included and subject to lottery funds, there will also be an adventure playground, a climbing wall, creche and improved access for people with disabilities. It will go out to tender early next year. Details: +44 (0)181 863 5611

ONE STEP FORWARD TWO BACK

Leisure managers need to act positively for the good of their services

Just when we were beginning to think that the leisure management profession was making real progress, up pops the MORI survey, *Consumer Concerns 1995*.

The survey shows an increase of 10 per cent in general satisfaction with council services since 1991, but leisure services are going backwards. Between 1991 and 1995 satisfaction with parks, playgrounds and open spaces customers fell from 55 per cent to 53 per cent. Perhaps of more concern; dissatisfaction rose from 25 per cent to 30 per cent.

Swimming pools showed a minute increase in satisfaction, but sports centres suffered a rise in dissatisfaction, from 18 per cent to 23 per cent. This is particularly disappointing when satisfaction with other services such as refuse collection rose quite considerably.

What has gone wrong with these services? Have we become too preoccupied with value for money and the bottom line that we are forgetting our duty to provide an enjoyable satisfying experience for the customer? Is the considerable fall in investment in leisure infrastructure having its effect on the ambience and quality of facilities? Has the gap between the average local authority service experience and its comparable commercial sector competitor widened?

My main reaction is that our lack of national cohesion in leisure policy and representation is to blame. Disparate directions and the lack of a clear national agenda for



leisure have taken their toll on funding, service quality and morale.

Despite most of the old institutes getting together over 10 years ago, we seem to have lost momentum in the haze of reorganisation at local, regional and national level, not only of local authorities but also of other institutions such as the Arts and Sports Councils and local authority organisations.

We have been lulled into a false sense of security by good progress in such areas as training and service quality assessments. Facilities erected so enthusiastically in previous decades are now desperately in need of renovation. Interest in leisure issues is flagging and increasing dilution of the profession within other disciplines is beginning to tell. It should not take a MORI survey to remind us that all is not well with our customers; we should have that knowledge within the profession. The institutes would do well to heed the results. I suggest that they find a competent annual national survey to keep a much closer eye on public atti-

tudes. Like any good business, we must keep close to the customer and react accordingly.

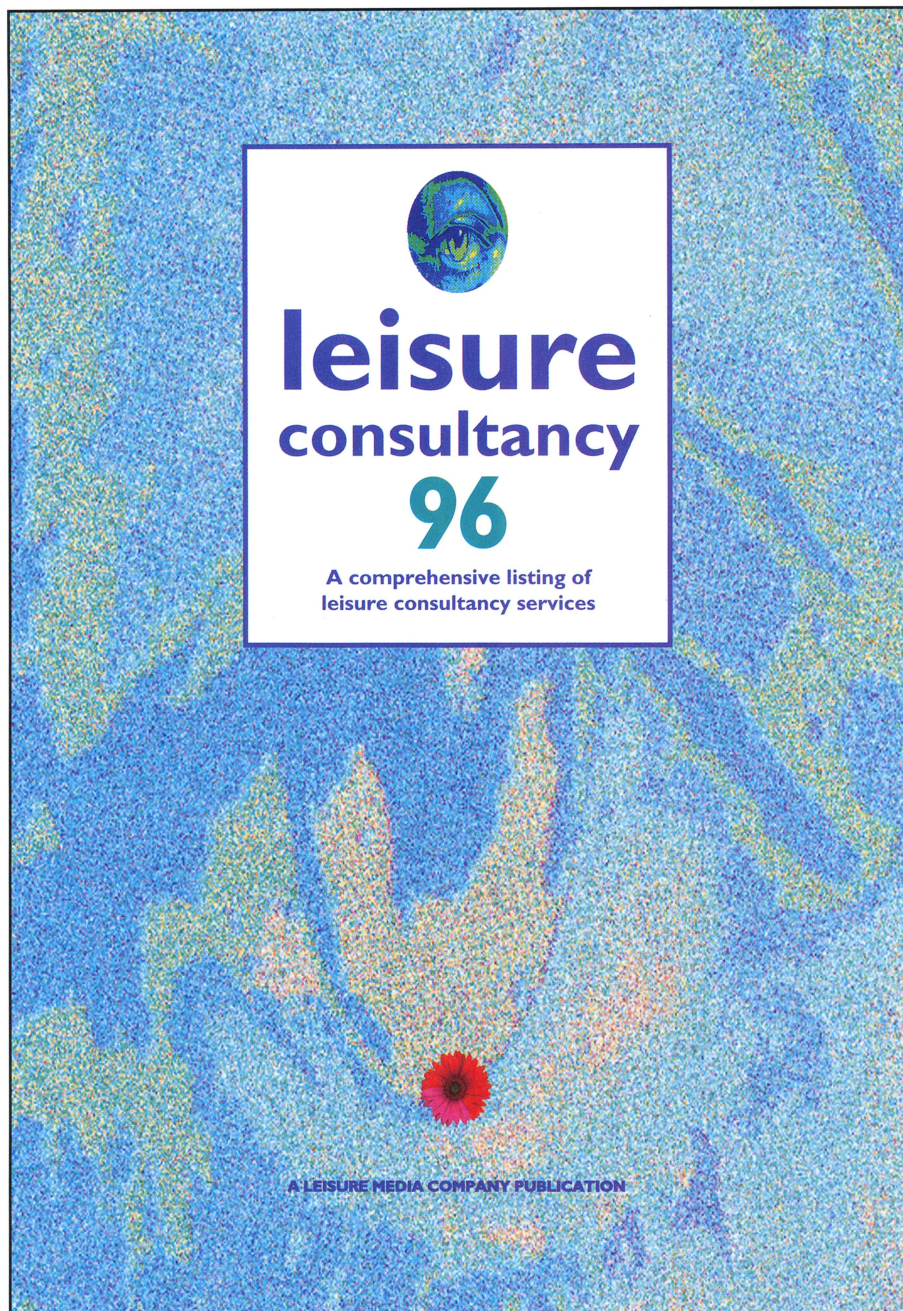
In August, I attended the Canadian Parks and Recreation Association's 50th annual conference in Ottawa and came away asking myself why we cannot achieve the same level of professional involvement and contribution to the future of the service in this country.

It was refreshing to see our North American colleagues united behind a common Vision 2000 statement. The event produced a North American Declaration on the value of parks and recreation which will become a prime lobbying document.

Perhaps 50 years of professional management has produced managers who are more assertive and better trained. They seem to have a clearer grasp of operational reality and customer needs. Maybe the progress made with the Benefits Approach has given them a clearer understanding of customer expectations and the ability to provide service benefits.

Why are the majority of senior British leisure managers so reluctant to contribute to the future of the profession through letters, sharing good practice, professional analysis of problems and lobbying? We need to put all the training and experience to better use and reverse the trends of customer dissatisfaction and dilution of the profession. ●

Ian Cooper is director of leisure services at Cambridge City Council



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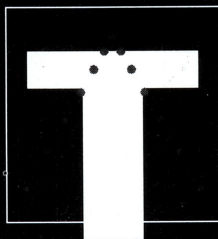
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PROPERTY

GREENWICH NAVAL COLLEGE • COMMUNITY FOREST



The historic Royal Naval College at Greenwich is a high profile property to come onto the market

NAVAL COLLEGE TO BE LEASED

The Royal Naval College at Greenwich is being offered to the market.

The Ministry of Defence (MOD) has appointed Knight, Frank and Rutley to seek expressions of interest for prospective occupiers, for a leasehold of up to 150 years.

The property is held in trust for the Queen by the Defence Secretary for the

benefit of the Crown Charity Greenwich Hospital. The MOD is the present tenant, but as the staff colleges will be moving out in 1997, it is necessary to find a new tenant.

Michael Portillo, Secretary of State for Defence says: "several organisations have shown keen interest in

occupying the buildings. Prospective tenants will need to be able to demonstrate enduring long term proposals, sympathetic to the character of the site."

The college has four principal buildings and ancillary facilities, amounting to more than 54,000sq m. Details: +44 (0)171 629 8171

SAILING YARD

Smith-Powles Marina on the Norfolk Broads has come onto the market with a guide price of £750,000.

Receivers, Coopers and Lybrand have instructed Savills to sell the two-acre marina. It comprises two basins, a slipway, two dykes, wet sheds and a boat shed with 5,400sq ft of space. There is room for around 50 craft on the private and riverside moorings. Details: +44 (0)171 730 0822

SCOTTISH GOLFING COMPLEX

A golfing complex is to be constructed on an 185-acre site at Greenan on the southern boundary of Ayr.

International Management Group will take a lease from Kyle and Carrick District Council and will develop and manage the complex which will include a golf driving range, an 18-hole golf course and related facilities. Visiting golfers will be the main target market.

Both parties are confident about the success of the course. International Management Group is an experienced operator in the sport and leisure industry and Scotland has a good reputation for golf. "I am confident that the development will produce facilities of which we will all be justly proud and which will prove popular with residents and especially with visitors to this area in the future," says Eddie Clark, head of economic development at Kyle and Carrick District Council. Details: +44 (0)1292 281511

IN BRIEF

● The impact of the recession on the world-wide hotel market is fading, says a report by the Horwath International Worldwide Hotel Study. Some of the main trends pinpointed include hotels in Middle East, Africa and Asia being the areas of continuing growth North America performed very well and recovery was slower in Europe. Details: +44 (0)171 353 5380

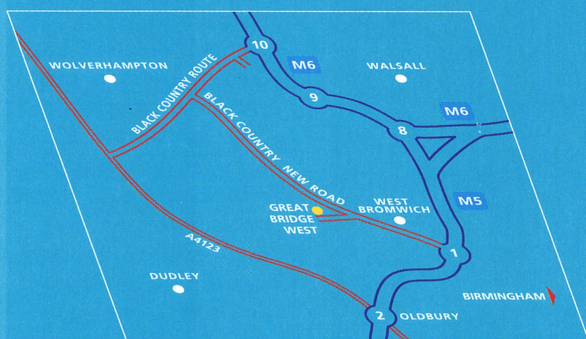
● The Royal Institute of Chartered Surveyors has published a new comprehensive manual of valuation standards. Details: +44 (0)171 222 7000

● Knight Frank & Rutley has set up an operation in India to take advantage of the business opportunities in India and South East Asia. The company has formed a partnership with Great Eastern Shipping. Details: +44 (0)171 629 8171

● A 100-acre country park has been opened in Cleveland, a step towards creating a community forest in the county. The Flatts Lane Woodland Country Park has been transformed over the past 10 years, from derelict brickworks into a network of paths, ponds and woodland. The £200,000 project has been funded by Cleveland County Council, Countryside Commission and the European Union. Details: +44 (0)1642 248155

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DIARY DATES

CONFERENCES • EXHIBITIONS • SEMINARS • TRAINING COURSES

OCTOBER

3-5 October 1995

ISRM CONFERENCE, SEMINAR AND EXHIBITION

This year's conference will take place at Scarborough. The theme will be the provision of sport and recreation from the perspective of principles, partners and players. Details: +44 (0)1664 65531

6-7 October 1995

STATE OF THE ART ATTRACTIONS

Organised by The Tourism Society, this conference will look at the advancement of visitor attractions during the past decade. Leeds will be used as a focus, with speakers from Royal Armouries, Tetley's Brewery Wharf and Thackray Medical Museum. Details: +44 (0)171 834 0461



7-10 October 1995

FUN EXPO

Held in Florida, this show is dedicated to family entertainment centres. Around 900 booths will show a range of entertainments. Details: +1 914 993 9200

16-18 October 1995

WORLD GAMING CONGRESS AND EXPO

The latest products and technologies for the gaming industry will be on show at



this conference, unsurprisingly held in Las Vegas. Details: +1 212 594 4120

25-28 October 1995

FSB COLOGNE 1995

The International Trade Fair for Leisure, Sports and Pool Facilities will be a showcase for around 400 companies from more than 20 countries. New trends will be discussed. Details: +49 221 821 2494

NOVEMBER

2 November 1995

BUSINESS IN SPORT AND LEISURE CONFERENCE 95

Creating a better climate for sport and leisure is this year's theme. A high profile line-up of speakers will talk about a range of issues, relating to leisure. *Leisure Management* is the official magazine. Details: +44 (0)171 434 3657

3 November 1995

THE CHARITIES ANNUAL CONFERENCE

Organised by the Charities Aid Foundation this conference takes an in depth look at the issues affecting charities, including the effect of the National Lottery. Details: +44 (0)1732 771333

14-18 November 1995

INTERNATIONAL ASSOCIATION OF AMUSEMENT PARKS AND

ATTRACTIONS

Every kind of product which is used or sold in FECs, waterparks and visitor attractions will be on show. This year the show will be hosted by New Orleans, see preview. Details: +1 703 836 4800



15 November 1995

NPFA ANNUAL CONFERENCE

Safety in children's play will be the focus of this conference, including a look at the effect that the new CEN safety standard will have on UK play. Details: +44 (0)171 584 6445

27-28 November 1995

VOLUNTEER MANAGEMENT AND VISITOR CARE

This conference will look at a number of ideas in raising the profile of visitor care in a variety of attractions. Details: +44 (0)1383 721445

19-24 November 1995

INTERBUILD 95

Highlights of this building and design show include the unveiling of architect, Zaha Hadid's, Blueprint Pavilion plans. Details: +44 (0)171 486 1951

IN BRIEF

● 19-21 October 1995

World Waterparks

Association: exhibition and conference Orlando, Details: +1 913 599 0300

● 23-25 October 1995

International Children's

Conference Eastbourne, Details: +44 (0)171 499 0900

● 26 October 1995

Health and Community Development Issues

Glenrothes, Details: +44 (0)1592 890293

● 26-28 October 1995

7th European Simulation Symposium

Erlangen, Germany Details: +49 9131 857003

● 14 November 1995

Coping With Change

(training) Stirling Details: +44 (0)1592 890293

● 16 November 1995

British Holiday Parks - is it time to redevelop?

Cotswold Hoburne Park Details: +44 (0)171 834 0461

● 16 November 1995

Managing Tourism: education and regulation for sustainability

London Details: +44 (0)171 603 4535

● 21 November 1995

Opening Historic Buildings

London Details: +44 (0)171 250 1836

● 22 November 1995

Virtual Heritage Conference

Bath Details: +44 (0)181 292 1498

PEOPLE

TUSSAUDS' PROMOTIONS • ZOO CURATOR

ZOO REVAMP

A £5m development programme is taking place at Bristol Zoo Gardens and a new operations manager has been appointed.

Dr Bryan Carroll, who has spent six years at Jersey Zoo as curator of mammals, will have responsibilities for the animal collection, research, and education, among others. He is particularly interested in developing the education side. "Good zoos are now highly complex, multifaceted organisations which must fulfil a variety of roles particularly in the field of wildlife conservation and education," he says. Details: +44 (0)117 970 6176

LEGOLAND STAFF

Two additions have been made to the Legoland marketing team, to push awareness of the park until its opening in April.

Richard Young will be responsible for developing corporate sales business for the park, including corporate hospitality, private functions and liaising with sponsors for events.

Robert Baldry will be the marketing executive, dealing with direct marketing and database communication. Details: +44 (0)171 823 9666

TOURIST BOARDS PREPARES TO STEP UP MARKETING

Two new marketing appointments have been made at the British Tourist Authority and English Tourist Board.

Jonathan Griffin, formerly commercial manager at London Zoo and managing director for English Heritage is to be commercial services director. His team will

deal with marketing, brand management, commercial development, distribution, publishing, research and travel trade.

Martin Rispin will be working towards making the tourist information centre more commercial and high-tech. Details: +44 (0)181 563 3037



Andrew Hollingsworth has been promoted by The Tussauds Group

TUSSAUDS GROUP RESHUFFLE

Four major staffing changes have taken place within The Tussauds Group.

Andrew Hollingsworth, who has been with the company for 18 years' has joined the board as executive director parks, giving him responsibility for Chessington World of Adventure, Warwick Castle, Alton Towers and Port Aventura.

Jill Britton, Alton Towers' director of marketing has moved to head of corporate marketing. Ralph Armond is the new divisional director of Alton Towers, promoted from being general manager of Warwick Castle. Sarah Montgomery has taken over as manager; she has been the head of marketing at Warwick Castle for six years. Details: +44 (0)171 312 1131

IN BRIEF

● Russell H Chesley has been appointed vice president - worldwide sales for Showscan Entertainment and Mary Lou Hot-sko is now the director of marketing and corporate communications. Details: +1 310 558 0150

● Forest Enterprise has taken on a business development officer to increase income in the south and west of England through partnership led tourism and recreation projects. Tim Brock was formerly the tourism development officer with Northamptonshire County Council. Details: +44 (0)117 986 9481

● Former manager of Bristol's Horfield Sports Centre, John Perry, has taken up a position lecturing in Leisure Studies at Filton College. Lynn Willoughby takes over his former job, she has been with Bristol DSO for two years and was formerly with First Leisure. Details: +44 (0)117 952 1650

● Greenwich Leisure Limited has appointed Peter Bunday as strategic marketing and business development manager. He will raise awareness of the company. Details: +44 (0)181 317 5037

● Editor of *The Leisure Manager*, Nigel Benton is leaving the magazine and relocating to Sydney. Details: +44 (0)171 602 2186

BUSINESS IN
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JAN VAN DER DUSSEN

The president of Gran Dorado parcs and hotels outlines the future of the company to Terry Stevens

The basic premise at Gran Dorado Parcs and Hotels, says president Jan van der Dussen, is quite simple. "Our product has to develop by responding to human needs, with feeling. This involves not simply keeping in touch and listening, but disentangling this knowledge to meet our customers' real needs and demands."

This, I suppose, is the response we would expect in an era of market-orientation. What is evident, however, is that van der Dussen not only advocates this approach but enacts it. The customer focus is apparent throughout all aspects of the product and is clearly underpinned by a personal philosophy and practice which permeates through the company.

As is often the case in leisure and tourism, the nature of the lead figure is directly reflected in the product. This is nowhere better exemplified than with Gran Dorado, the Dutch company pioneering a fresh approach to the 'holiday village' concept. Jan van der Dussen appears as a compassionate

and caring individual; his style of management is that of the facilitator with a clear, well articulated vision. He also takes a real pride in the contribution the Gran Dorado product makes in the host communities.

The company currently operates six holiday villages, four in Holland and two in Germany, and has two hotels located alongside two of the holiday villages. The sites are all located in the 'heartland of Europe' coinciding with the economic motor region on the axis of the Rhine, Maas and Mosel Valleys. On average there is year round employment for 175 FTEs and an injection of £2.5m into the local economy from every park.

Such statistics would make this product very appealing to the national and regional tourist boards in Britain. But van der Dussen is adamant, that while he is interested in attracting the British market to his 'European' product he has no plans to bring the Gran Dorado product to Britain.

**Our product has to develop
by responding to human
needs, with feeling...not
simply keeping in touch and
listening, but disentangling
this knowledge to meet our
customers' demands**



At present 67 per cent of the 800,000 total annual of visitation are Dutch, the remaining 33 per cent comprises Germans and Belgians, and there are just 10,000 British tourists.

Van der Dussen has clear views about the opportunity which now exists in the British market. "It is now sufficiently, familiar, mature and appreciative of the original holiday village concept which has been successfully transported to the UK," he says, "and is now willing to purchase a more refined version of the product. The market is also willing, and able, to travel to Europe for this experience."

For this reason, Gran Dorado has announced a campaign to expand its current level of activity in the British market. This consists of stimulating awareness through promotional activities and keenly priced packages through the travel trade.

The first impressions generated by the campaign literature fail to reflect the refinements in the 'village' concept described by van der Dussen. Apart from the middle Europe locations, the market will still have difficulty differentiating the Gran Dorado product from some other continental holiday village product offers. This is unfortunate as clear differences exist which give Gran Dorado a fresh approach to quality in, what has become, a stereotyped holiday concept.

The most obvious physical difference is the choice of sites. Unlike some other members of the new genre of holiday village, Gran Dorado purposefully selects sites with varied landscape character in popular holiday destinations.

"Individuality within the setting, harnessing local attractions and facilities, yet at the same time guaranteeing a consistently high standard of on-site proviso, is the hallmark of our product," says van der Dussen. He is clearly proud that no two sites are the same and argues that this helps create the 'essential elements of surprise' for a market which is very loyal and increasingly discerning.

The standard 'template' for site developments adopted by other holiday village developers has been discarded by van der Dussen. Sites are relatively small (averaging 40ha compared to the minimum of 100ha required by others.). There is a density of bungalow development which van der Dussen defends as reflecting the expressed needs of the client for a 'feeling of security', and there is a rejection of artificially incorporating local architectural styles in construction.

Gran Dorado presents its visitors with a challenging pastiche of interior and exterior styles and design influences which are drawn from all over Europe. Once again, van der Dussen assigns this eclectic approach as part of the surprise and difference that the visitor expects.

In many ways, van der Dussen implies that leisure is a kind of 'constant revolution'. Members of his 14-strong management team meet monthly to reaffirm their commitment to the overall com-

**Individuality within the
setting, harnessing local
attractions and facilities, yet
at the same time
guaranteeing a consistently
high standard is the
hallmark of our product**

pany philosophy and to review the implementation of policy to practice. In this context, van der Dussen, is clear it is "the importance of small things that build to a major new product. Our meetings, therefore, focus upon what the client wants and how can we supply it".

The Dutch have a dynamic approach to leisure provision. Eight years ago I wrote an article reflecting on

the creativity and management innovation within the leisure industry in the Netherlands (LM May 1987, p27). Examining a number of key developments, including the attraction park at De Flevohof and inevitably, Center Parcs which was then making its initial entrée into the British market, the article concluded that attention to detail allied to a genuine concern about 'knowing and staying close to the customer' were dominant features of the management of these facilities, as well as the creative use of limited land resources.

It came as no surprise, therefore, to find that the president of Gran Dorado Parcs and Hotels (where the three major shareholders are all Dutch - Vendex International NV, Phillips Pensioenfondsen, and Gemeenschappelijk), had spent his formative years with both De Flevohof and Center Parcs. Jan van der Dussen, joined Gran Dorado Leisure NV in 1994 and immediately set about repositioning the holiday product which had been developing since 1980.

An inevitable issue associated with the location of the new generation of holiday villages has been the environmental impact. "We incorporate all aspects of energy efficiency and effectiveness in our construction and design," says van der Dussen. A comprehensive operations manual on environmental management has been devised for each site, rigorously implemented and monitored.

Holiday villages do not generally encourage people to leave the sites to explore the local countryside; their sole intent is to maximise on-site secondary spend. So this important source of income must be equally vital to the success of the Gran Dorado bottom line and makes a significant contribution of the £100m annual turnover.

Van der Dussen reflects upon the propensity for secondary spend linked to, firstly, enjoyment and satisfaction. If the client is content there will be an increase in the overall level of spending both off-site and on-site. In other words the size of the cake to be shared is capable of further increase. Consequently, each Gran Dorado village contains a wide range of secondary spend opportunities from restaurants to leisure and entertainment.

Secondly, van der Dussen indicates that by increasing the time distance between the purchase and the taking of the holiday the overall disposable income within the household budget also increases. As a result, the sales element of the marketing campaigns is being reinforced. ●

Professor Terry Stevens is a consultant

GREEN GROWTH

Sue Wheat reviews a recent report on the environmental impact made by Britain's leisure industry

With just over one billion visits made to the British countryside every year, it is not surprising that the impact of leisure on the environment has become a cause for concern. Newspaper articles concerning how we are 'loving the countryside to death' have proliferated, and battles between leisure developers and community and environmental groups, seem to be commonplace. But what is the truth? Is it media hype or is the development of leisure a real environmental threat?

The House of Commons Environment Committee's latest report *The Environmental Impact of Leisure Activities*, has been widely acknowledged by both the leisure industry and environmental organisations as a balanced and in-depth analysis of the environmental impact of Britain's growing leisure industry.

Information was collated from over 100 organisations. Twenty-two organisations from the leisure industry, governmental and non-governmental organisations gave evidence to the Committee. The report provides an extensive analysis of the environmental and cultural impacts of leisure activities and development and puts forward recommendations regarding specific activities, as well as the planning and management of tourism and leisure in specific areas of the countryside, such as coastal regions, forests, and national parks.

Traffic problems, use of off-road vehicles, footpaths and rights-of-way, angling, pot-holing, caving, watersports, clay-pigeon shooting, climbing, golf, rights of access, development of leisure facilities, loss of local character and impact on local communities, are all analysed. Findings from visits by the Committee to five leisure sites - the Peak District National Park, the New Forest and Poole Harbour Area, the Veluwe National Landscape in the Netherlands, the Cotswold Water Park, and the Lake District National Park, are also included.

The fact that the report concluded that "compared to other activities, leisure and tourism do not cause significant widespread ecological damage

to the countryside," was met with great support from leisure developers. Business in Sport and Leisure (BISL), an umbrella organisation of over 50 private sector companies which gave evidence to the Committee, described it as "a victory for common sense." In its report *Creating a Better Climate for Sport and Leisure*, produced this year, BISL points out that "many leisure companies have established environmental credentials that should be respected" and put forward eight 'good-practice' case-studies, including Center Parcs, Country Club Hotels, and The David Lloyd Tennis Clubs.

The positive economic impacts of leisure and tourism on rural areas should be recognised, insists the Committee, and cites the Rural Development Commission's figures that tourism is worth £8bn a year to England's rural areas, generating 400,000 jobs. This was echoed in the responses of the BISL, Countryside Commission and English Tourist Board (ETB).

"Without the income from leisure and tourism, environmental protection is extremely difficult," says Stephen Mills, director of development at the ETB. "I think we should always bear in mind that when we talk about sustainable development we should give both words equal weight. If we forget economic elements and concentrate on the environment, we will never be able to afford to maintain it."

The report does not maintain, however, that leisure and tourism in the UK is greener-than-green. "There is no need for complacency," the Committee insists. "We believe there are important issues to address, involving transport, rural culture, and leisure management, as well as local conflicts in specific areas."

Among the extensive conclusions and recommendations, transport issues are given a lot of coverage. The Committee had heard from Councillor Martin Doughty, chair of the Peak National Park, (the second most visited national park in the world, with 95 per cent of visitors arriving by car) that the time was approaching when cars should be restricted in the park, a view supported by many others in

'honey-pot' areas. Around 70 per cent of trips to the countryside are made by car, and the report calls for an authoritative assessment of the use of the car for countryside recreation and "urges the government to encourage local authorities to develop rural transport for leisure purposes".

Fleur Speakman, director of Transport for Leisure, a sustainable tourism consultancy specialising in transport issues, agrees it is essential. She points to the success of the improved Hope Valley Explorer train service through the Peak District which increased rail travel on the line by 200 per cent.

Organisations, like the National Trust, have taken the transport issue on board themselves and made efforts to encourage visitors to use public transport. The Trust ran a conference last month to look at all aspects of the countryside, its management and conservation and offers discounts to visitors who don't use a car.

Traffic calming measures such as demonstration rural traffic schemes, park and ride, and traffic restriction schemes, were also recommended by the Committee, as well as codes of conduct for drivers of off-road four-wheel drive vehicles, provision of new sport and leisure facilities as close to good public transport as possible and near to urban areas, the encouragement of cycling, and the improvement of rail facilities for cyclists.

Speed boats and watersports have also been a cause of conflict in tourism 'honey-pots' such as the Lake District. Some 1,400 vessels a day were being used at Lake Windermere at its peak in 1977 and a public enquiry was held this year regarding the need for a 10mph speed limit. The British Water Ski Federation has opposed restrictions of watersports, saying that Lake Windermere is an important historical site for watersports, and suggests a management plan be implemented.

The report supports the fact that noisy leisure sports should be catered for. It therefore recommends that appropriate sites should be sought, close to urban centres, that marinas be built on redundant, non-ecologically-

sensitive land, and that quieter motors are developed.

The cultural impacts of the increasing commercialisation of the countryside were also considered in the report. But decisions about what is 'appropriate' development, slightly or unsightly, intrusive or reasonable, are subjective and aesthetic, the Committee insisted.

"Large scale footpath reconstruction, calls to ban noisy recreation in National Parks, the homogenising and 'prettifying' of rural villages (what the Council for the Protection for Rural England calls 'the brown sign syndrome') may all come into this category. Perceptions about damage and threat should be taken seriously and explored but action restricting any particular activity should be taken on scientific and planning advice, fully taking into account the wishes and desires of local people, not merely out of a desire to preserve a vision of rural England that may never have existed."

But if visitors to the countryside have not increased vastly, why are so many recommendations necessary? As the report points out: "the use of the countryside for leisure as well as production is nothing new. What is a modern phenomenon is the use of rural space by large numbers of urban dwellers." The CPRE insists that it is the increasing range of leisure activities currently being pursued which are making the situation so complicated, an opinion taken by the Environment Committee, which concludes that "evidence shows it is not whether tourism and leisure activities are damaging to the environment, but how conflicts about land-use can be resolved".

Less quantifiable leisure activities have also grown in popularity over the last 10 years, the Committee says, including "destination shopping and visits to 'magnets', for example, theme parks and holiday villages where accommodation, all weather facilities and recreational activities are provided at one site in a prime location."

A variety of large leisure developments in Areas of Outstanding Natural Beauty and Sites of Special Scientific Interest have been opposed by the CPRE and other agencies. These include a proposed holiday complex at Whitechapel Moors in North Devon, under public enquiry; plans to extend tourism facilities in the marches of Herefordshire and Shropshire using European funding; Longleat Center Parcs; and the proposed Rank holiday village in the Kent Downs.

However, Peter Moore, managing director of Center Parcs who gave evi-

dence to the Committee, maintains the company shares a lot of the CPRE's general concerns and "demonstrates in real-life circumstances a lot of what the CPRE is looking for. The fact that 32 out of 34 non-statutory bodies supported the Longleat proposal, shows there were very valid environmental reasons why it was OK to go ahead," insists Moore. The report states that according to the Rural Development Commission the additional incomes and visitor expenditure from the sites at Sherwood (£4.5m), and Elveden (£5.3m) was a positive economic impact which should be recognised.

With walking and rambling still the most popular countryside pursuit, the report gave considerable coverage to the need for "a sustained commitment of resources to path management". These recommendations are put in context by the fact that 2,000 people an hour can be crossing the river by the stepping stones at Dovedale on a busy day, and that the National Trust - which owns a quarter of the Lake District National Park - now spends £3.5m a year on landscape maintenance, of which £170,000 pays for four permanent footpath gangs.

But if the 'right to roam' is to increase, as has been argued by both the Ramblers Association and The Land is Ours campaign, controlling the flow of visitors is not a straightforward matter. The Committee therefore urged National Parks Authorities, local authorities and the Ministry of Agriculture, Fisheries and Food to pursue access agreements 'with vigour', to resolve potential conflicts between walkers, farmers and landowners.

Emphasis on 'consensus building' and consultation in local management schemes featured strongly throughout the report "to overcome some of the cultural conflicts which overshadow any evidence of the environmental impacts of leisure". Increasingly, local business, governmental and non-governmental agencies are liaising to determine visitor management plans. Tourism and leisure consultancy ASH endorse this recommendation highly.

Having recently completed a sustainable tourism marketing strategy for Hadrian's Wall and the Tyne Valley corridor jointly commissioned by English Heritage, and 13 other agencies including Regional Railways, Northumbria and Cumbria Tourist Boards, The Rural Development Commission and various local authorities, the importance of local participation was paramount, explains Simon Woodward of ASH: "working with

each interest group is essential in order to identify a compromise solution and avoid any potential conflict".

The National Park Authorities was commended by the Committee for its management approach, and it was suggested it should be extended. But as the report also points out: "good management and good conservation are expensive," and "funding for these authorities should allow for the necessary investment in good practice". However, many observers, including Alison Stancliffe of pressure group Tourism Concern, are sceptical whether there is the political will to support such initiatives. "Although Agenda 21's guidelines on sustainability are gradually being taken on board by the government," says Stancliffe, "tourism rarely seems to be included."

One reason may be the lack of co-ordination between the various government agencies. The report recommends that "the Department of Environment, Department of National Heritage, the English Tourist Board, Sports Council and Countryside Commission issue a clear and specific joint statement of their relative roles and responsibilities towards leisure and tourism in the countryside".

As proof of its environmental commitment, the ETB points to its various publications since the Tourism Taskforce Report in 1990. Practical support of environmental management initiatives is lacking, however, and with ETB staff reduced to 60 from 230 two years ago, and "funding barely enough to keep us going", opportunities are limited, says Stephen Mills.

The Committee states that these cuts "are of some concern to us" and prompts the DNH "to ensure that the ETB's work in promoting environmental good practice to the tourism industry will continue".

The report also suggests the DNH should "assume a more pro-active role in developing tourism and leisure policies, taking into account the environment, rural transport and agriculture, and that its publications reflect this role." However, a DNH spokesperson pointed out that, "the role of the department is to make the industry more prosperous and more successful," and "we are not sure...that environmental matters should be driven by government." It is the industry, he maintained that must take up the challenge and make the changes. The government's official response to the report is expected later this year.

Sue Wheat is a freelance journalist

PHOTO: NATIONAL TRUST



Two recent research documents have focused on how people are spending their leisure time in Britain today. The Mintel report, *Leisure Time 1995*, reports on a survey of 1,678 adults in the United Kingdom in November 1994, concentrating on the quantity of leisure time people had available and how they used this time. The General Household Survey 1993 represents the most comprehensive survey data available on sports participation in Britain.

The Mintel report gives the results of a time survey and makes no comparisons with earlier years. This is a great pity since one of the most interesting aspects of leisure time in 1995 is its relative scarcity compared to the 1970s and 1980s.

What the data does indicate is how leisure time is distributed over different individuals and households. On average, adults have about 42 hours of leisure time a week; women have less leisure time than men, and respondents with dependent children have just 27 hours weekly compared to 48 hours for those with no dependent children. The group with the smallest amount of leisure time availability are working females, aged 35-44, with dependent children aged 0-15 years.

The report looks at different sub-sectors of the leisure market, such as audio-visual and sport and exercise, examining the amount of time people spend on these activities and also bringing in information obtained from other Mintel reports.

The chapter on Sport and Exercise, for example, has information on consumers' expenditure on sports clothing, sports footwear, sports equipment, health and fitness facilities, and fitness equipment. In addition there is data on sports participation from the TGI survey, and data on attitudes towards sport and health.

Results reveal that 60 per cent of adults spend some time on sport during an average week, with over half of these participating less than four hours a week. Eight per cent of adults spend more than 11 hours per week on sport and exercise.

Cross-classification of time spent on sport and exercise with other variables such as sex, age, socio-economic group and employment status, show that men spend more time on sport than women and people in the higher socio-economic groups spend more time in sport than those in the lower SEG groups.

However, the Mintel data shows an interesting relationship between time

TIME OUT

Chris Gratton reviews two surveys on sports participation and leisure time in Britain, compiled by the government and independent market researchers

spent on sport and age, which participation data has not adequately reflected. As expected, the proportion of respondents indicating zero time spend on sport decreases with age. Older adults, however, who do participate in sport are likely to have more leisure time available and the Mintel results show that they commit more time to sport than younger participants. Fourteen per cent of 55 to 64-year-olds spent at least 11 hours on sports in an average week. The types of sports chosen by this age group (golf, rambling, bowls) are those that involve a high time input.

In contrast, adults in the 24 to 44 years age group have a slightly higher than average rate of overall sports participation, but family and work commitments restrict the amount of time available. Around 40 per cent of adults in these age groups spent less than four hours a week on sport.

Given the sample size of 1,678 adults there is a huge potential error margin with the Mintel survey results. However, cross-referencing with more reliable data on sport enables even such a small national survey to give some useful indicators.

In contrast to the small, one-off sampling procedures for the Mintel survey, the General Household Survey 1993 is the latest GHS that contains comprehensive sport and leisure data.

The GHS is an annual survey of around 20,000 adults (aged 16 and over) in Great Britain which has been

carried out by the Office of Population Censuses and Surveys (OPCS) continuously since 1972. It is a wide-ranging survey covering topics such as housing, education and health. Questions on people's leisure activities have not been included every year but have been included on a regular basis.

Leisure questions were first included in 1973, and focused not only on sports participation but also on watching sport, informal recreation trips, arts activities, entertainment, home-based leisure activities, (gardening, tv, radio, listening to records, etc) and various social activities.

In 1977 changes in the prompt card given to respondents substantially affected recorded participation rates in some activities between 1973 and 1977, and so 1977 became the base year for comparative purposes. This methodology was repeated in 1980, 1983 and 1986 to give a consistent series of participation data over this period. By 1986, activities outside sports participation had become more restricted, making the GHS a sports participation rather than a leisure participation survey.

In 1987, methodological changes were introduced to the way data on sports participation was collected. Instead of the conventional 'open-ended' leisure question used in GHS surveys in 1977-1986, a pre-coded sports and physical exercise section was introduced. Thirty-two categories of sport were prompted, and conse-



On average, adults have about 42 hours of leisure time a week with women having less time than men

PHOTO: V&A

quently reported participation rates for some sports increased dramatically. Because of this, the conventional three year gap between collecting participation data was reduced to one year to enable a clearer assessment of the impact of these changes on recorded participation rates. The new methodology was followed in the 1990 GHS with some minor modifications (most importantly an additional distinction was made between activities done mainly indoors and those done mainly outdoors).

The standard measure of participa-

tion used in the GHS is the four week participation rate; that is, the percentage of the population aged 16 or over that took part in the activity in the four weeks prior to interview. The GHS data has the benefit of a large sample size, a well-trained and well-respected survey team, and the fact that data are now available over a 21 year time period. It is still possible to pick up some broad long-term trends, and there have certainly been important changes since 1973.

Sports participation has steadily increased overall since 1973 but the

fastest rates of increase have been in participation by women and by older age groups. Indoor swimming and keep-fit/yoga (which includes aerobics and dance exercise) have been the area for much of this expansion.

Swimming in 1977 had an adult participation rate of 4.5 per cent, with males outnumbering females. By 1993, this had grown to 13 per cent for all adults, with a female participation rate of 14 per cent and men with a rate of 12 per cent. Keep fit/yoga had a participation of 1 per cent in 1977 and 12 per cent in 1993.

TIME OUT

Other sports have gained increasing participation. In 1993, Cycling had an adult participation rate of 10 per cent, running 4.6 per cent and weight lifting/training 5.5 per cent.

Walking (over 2 miles for recreation including rambling, fell-walking etc) is the most popular activity with an adult participation rate in 1993 of 40.8 per cent.

This was one of the activities that increased in participation as a result of the changed methodology introduced in 1987. Another change introduced in 1987 was the reporting of both four-week and 12-month participation rates. The 12-month participation rate for walking is 65.5 per cent which means that about two-thirds of the adult population of Great Britain took part in this activity at least once over a 12 month period. This activity is also popular with women and the older age groups.

Although the General Household Survey remains the major source of data on sports participation, the fact that there has been very little change over time in the scope of the data collection is a constraint for researchers into sports participation.

The variables that can be used for cross-classification remain the standard socio-demographic variables. We have no questions relating to motivation for sports participation, time spent on various sports, attitudes to sport, and variables that would allow psychographic segmentation of participants and non-participants.

Maybe an omnibus survey such as the GHS is not the appropriate instrument for a broadening of questions related to sports participation and perhaps we should be looking to a National Leisure Survey to answer some of these questions. It would certainly be appropriate to collect data that would enable us to better understand leisure behaviour at this time given the massive increase in public investment in leisure as a result of the National Lottery. ●

Chris Gratton is from the School of Leisure and Food Management at Sheffield Hallam University

STATISTICS

AT YOUR LEISURE

How are changing habits affecting leisure businesses?

John Soane reports on the findings of recent research

The growth of in-home leisure, the ageing population, secondary spend and customer service have long been regarded as key challenges facing the leisure industry. International Leisure Industry Week (LIW) commissioned *The Changing Face of Leisure Survey* to investigate these and other issues influencing leisure in the run up to the next millennium.

Conducted by business research specialists Benchmark Research Ltd, the survey canvassed the views of 300 leisure organisations which included local authority leisure departments, museums and heritage centres, arcades, public houses, sports and health facilities, as well as the larger multiple corporate operations.

Participants generally provided an optimistic forecast of their business performance - 82 per cent anticipated growth, while 11 per cent expected no change and only 7 per cent felt their businesses would decline by the year 2000. The large leisure corporates, nightclubs, fitness clubs and sports facilities expected the highest growth in business, while the local authority leisure departments anticipated the least, possibly due to increased competition from the private sector.

Organisations were requested to identify issues they felt were likely to affect their businesses over the next five years. Over half the companies thought that increased competition, both from their own industry sector and from others, would be important, partly due to concerns about reductions in consumers' disposable incomes and the fear of an increase in in-home leisure activities.

As a consequence of business growth and the need to overcome the

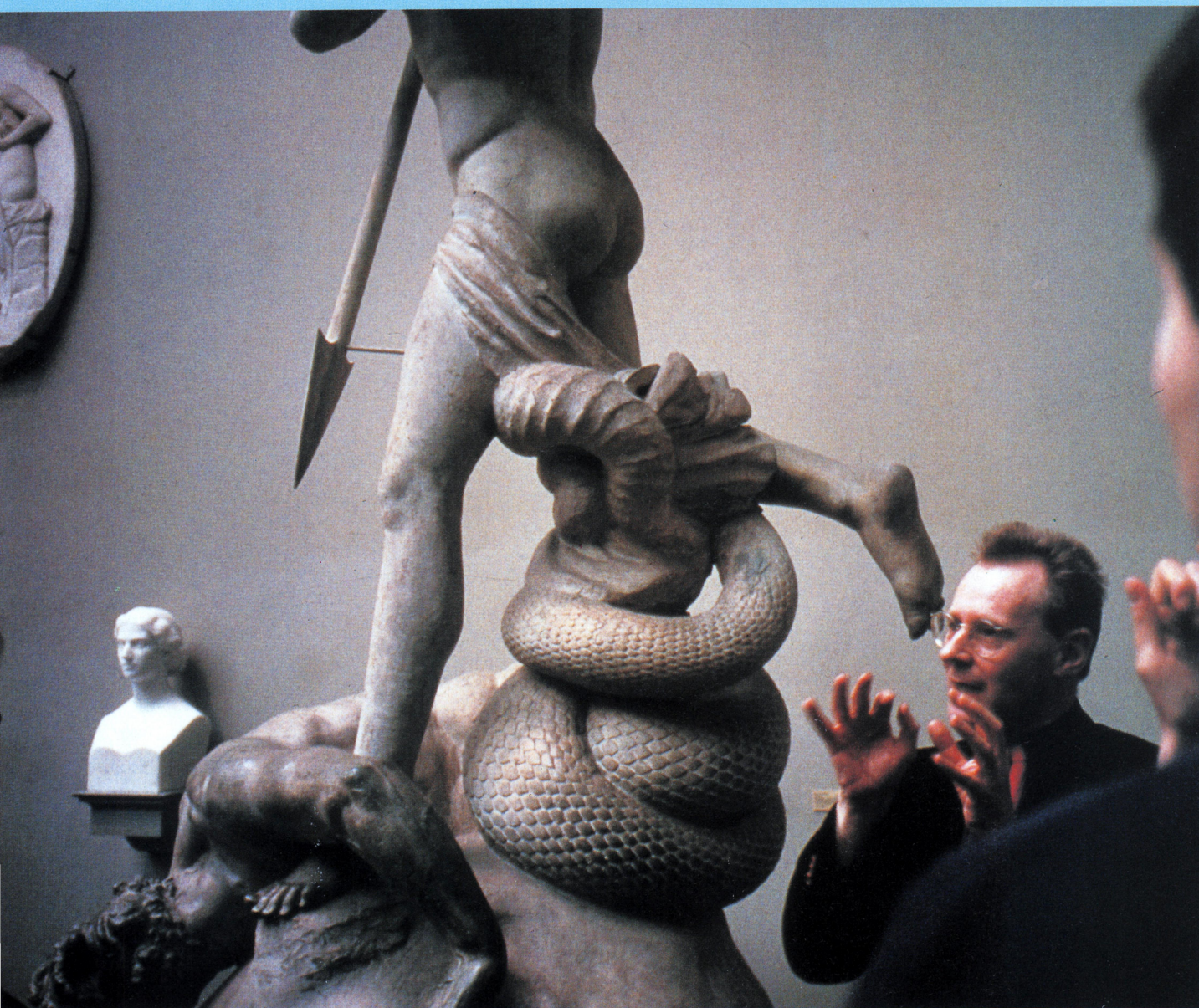
threats to their operations, 83 per cent of leisure companies anticipated greater investment in their businesses over the next five years. The major area of planned expenditure was in the provision of new facilities, mentioned by 71 per cent of organisations who anticipated growth.

Improvements in customer service were also perceived to be important (mentioned by 56 per cent), with secondary areas of planned expenditure including staff training (31 per cent), implementation of information technology (28 per cent) and new product development (24 per cent). The relatively high percentage investing in new product development is very encouraging and indicates that many leisure companies are looking ahead to provide new ways of satisfying the market in the future.

The interactive nature of the leisure industry, with staff often providing the critical interface between the organisations and the consumers, means that it has to have a strong people focus. The survey indicates that companies operating in the leisure industry focus more on communication skills and an individual's personality rather than knowledge and qualifications when seeking to recruit personnel.

Even with this focus, more than 75 per cent of organisations indicated that it was difficult to attract the right quality of staff, which may be partly attributable to the high concentration of part-time and temporary staff (44 per cent on average).

Individuals seem to need specific training to fulfil their job requirements. Seventy-seven per cent of companies reported that they currently have staff training programmes in the



Museum and heritage centres reported the most business opportunity gained from an ageing population

PHOTO: V&A

area of customer service, and all industry sectors perceived this area of training to be most critical. Key training areas identified were management skills, IT and technical skills and NVQ programmes (all mentioned by at least 40 per cent of participants).

Companies in the leisure industry have become increasingly reliant on consumers' secondary expenditure. On average, this accounted for approximately 25 per cent of participants' revenue, but a minority of organisations obtained over 90 per cent of their income this way. Night-clubs and pubs gained a high percentage of secondary revenue from food and alcohol sales, while it was significantly less for local authority or private health clubs where an entrance fee was paid for a single activity.

With the average age of the UK population on the increase, as a result

of increased life expectancy and decline in the birth rate over the past 20 years, participants were requested to indicate the likely effect this would have on future business.

Although leisure is often regarded as serving a youth market, over 60 per cent of respondents thought the older market would bring opportunities. Twenty-three per cent expected it to have no impact and only 13 per cent perceived it to be a threat. Nineteen per cent of respondents agreed on the need to develop and expand their programme for older users, 14 per cent recognised the need to improve their image and market themselves better to the older population and 13 per cent believed new facilities or action was required to target older users.

Naturally, given the different focus on certain age segments for organisations, responses to this issue varied

considerably between industry sectors, with arcades and amusement centres reporting the least opportunity.

In contrast to the trends towards an ageing population, the impact of in-home leisure was primarily viewed as a threat - 60 per cent of the market reported that their business might suffer as a result. There were wide differences in opinion between the industry groups, though. The sports sector perceived it to be a greater threat than those in hotels. To combat losing customers to leisure activities in the home, participants felt increased publicity and greater innovation from service providers would be required. ●

John Soane is a marketing consultant to Independent Exhibitions

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THE EUROPEAN PRIZE FOR TOURISM AND THE ENVIRONMENT

WINNING GROUND

The European Commission is acknowledging tourist destinations which are taking strides in being environmentally aware. Sally Hawkes reports on Britain's prize winners



**"In Greater Manchester we don't want to
create something that destroys itself in
the long run"**

The European Commission has established a new competition for the countries in the European Economic Zone. The European Prize for Tourism and the Environment aims to identify the perfect balance between tourism and the environment (both natural and cultural).

The winning destination will be the one that most innovatively and effectively develops a tourism policy which respects the environment on which it depends. Five British destinations, from an original list of 13, will compete for the prize. There are 56 other entries from 16 EC countries and the final choice will be made by the European Jury in November. A prize-giving ceremony will take place at the winning destination in the spring.

The British finalists were British Waterways, which runs the country's canals, Edinburgh Old Town, Greater Manchester, Peak District National Park and, finally, the manmade reservoir of Rutland Water. Each site had to fulfil criteria which reiterated the aim of the prize: to evaluate a site's success in managing a tourism policy as well as the effects of the management policy on the environment.

The destinations firstly had to design a Tourism Development Plan with the ultimate aim of respecting the environment. The plan would include such goals as restoring buildings and reducing environmental nuisances. However, a plan on paper was not sufficient: there needed to be significant evidence that it was being implemented, by the organisation of programmes or campaigns, for example. The success in resolving each problem outlined in the plan was judged.

The entry from British Waterways covers a network of canals and navigable rivers of over 3,200km which attracts over 100 million visitors annually. At the same time, however, British Waterways is protecting the wildlife habitat and historic structures such as bridges and aqueducts. Glenn Millar, research manager for British Waterways, explained that "the environment is our business".

The judges described this entry as "visionary", as it has transformed some working industrial past into a British leisure asset. Some problems

outlined in the Tourism Development Plan were the high cost of maintenance, occasional water shortage and the fact that, without management, the canal system would soon decay. Measures taken to combat such problems included public involvement, nature conservation and the development of tourist products linked to historical heritage. Millar described the aim as "marrying the two aspects of environment and recreation, without one destroying the other".

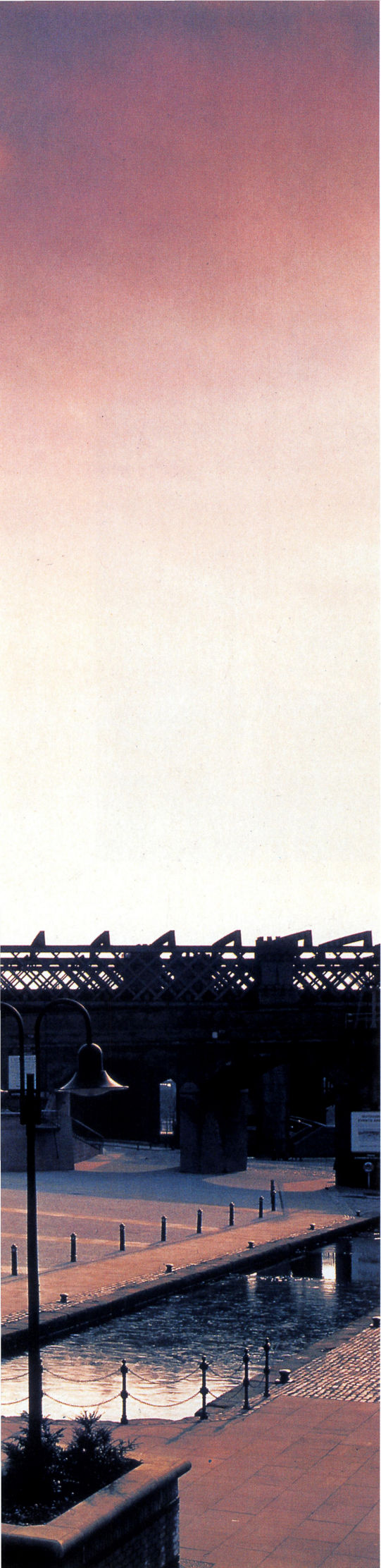
Historically, Scotland's capital had been divided into the Old Town and the New Town. The Old Town of Edinburgh was founded in 1120 and today is the centre of Scottish tourism industry, attracting eight million visitors a year. The medieval Old Town was entered into the competition as an attempt to re-establish its heritage.

Head of tourism at Lothian and Edinburgh Enterprise, Robert Downie explained that, following a review of Edinburgh six years ago, it seemed necessary to adopt a programme of environmental improvements or "there was a danger of the old town going into a terminal spiral of decay".

Constraints for this entry included lack of investment and congestion caused by traffic. However, policies such as programmes of environmental improvement and initiatives to handle tourist flow were devised. The judges praised the involvement of the local community. Downie envisages the Old Town "becoming one of Europe's premier visitor destinations".

Greater Manchester is a major city-region located in the North West of England, surrounded by countryside and moorland. Following the second world war, Manchester's prominence as an industrial driving force declined, along with the UK manufacturing industry. However, many policies have been outlined in its Sustainable Tourism Action Plan to improve both tourism and environmental awareness.

Diane Lomax, strategic marketing and development manager of the Greater Manchester Visitor and Convention Bureau, reinforced the importance of following a dual policy in tourism and the environment. She said they "don't want to create something that destroys itself in the long run".



"The environment is our business at British Waterways and our aim is to marry the two aspects of environment and recreation, without the one destroying the other"



British Waterways is protecting wildlife habitats and historic structures while attracting 100 million visitors annually

The urban centres of Greater Manchester are connected by an excellent transport network and served by Manchester Airport which, Lomax says, also has a good environmental policy. Visitor attractions based on historical heritage have been developed and nature conservation measures undertaken. This entry illustrates the use of restored heritage and the environment of an industrial past to regenerate a city's economy.

In 1951 the Peak District, which covers an area of 1,438sq km, became the first National Park in Britain. The Peak District is one of the most visited of the National Parks with more than 22 million visits annually. The Peak District, however, faces various problems which include over use and congestion, due to the fact that 95 per cent of visitors travel by car.

To solve its problems the Park, among other policies, designed an Environmental Policy Statement and created, maintained and repaired footpaths. A policy to improve public transport was undertaken and local

culture and crafts were promoted, improving the local economy.

Anglian Water plc's largest reservoir, with a water surface of 1,260 hectares, and surrounded by 500 hectares of land, is in Rutland (formerly part of Leicestershire). This manmade lake was created in the 1970s and now serves 500,000 people in five surrounding counties. Rutland Water is also renowned for sailing, trout fishing and bird-watching.

The land used for Rutland Water had originally been the home of Romans and Anglo-Saxons. Careful examination meant that the remains of these settlements were saved when the reservoir was constructed. A major constraint was the cost of failure: the economic and environmental implications for the area if the plan did not work. To improve the site, Anglian Water has worked with local people, developed access routes, and increased environmental awareness. ●

Sally Hawkes is a freelance journalist

Judges for the UK judging of the European Prize for Tourism and the Environment were:

David Fletcher, executive director, Transpennine (chair)

Brian Black, environment correspondent, Ulster TV

Keith Gibbins, Department of National Heritage

Lionel Kellaway, naturalist and broadcaster, BBC Radio Wales

James McCarthy, formerly deputy director, Nature Conservancy Council for Scotland, now freelance consultant lecturer

Victor Middleton, former director, World Travel and Tourism Environment Research Centre, now visiting professor, Oxford Brookes University

Stephen Mills, assistant director, development, English Tourist Board

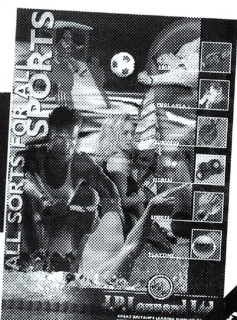
Hugh Somerville, head of environment, British Airways

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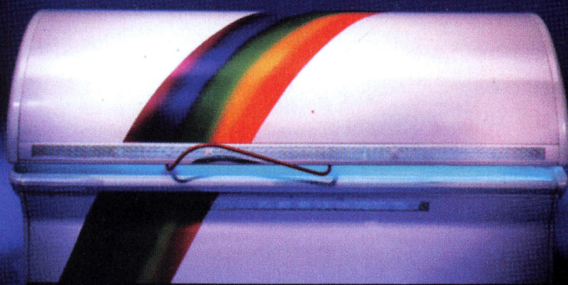


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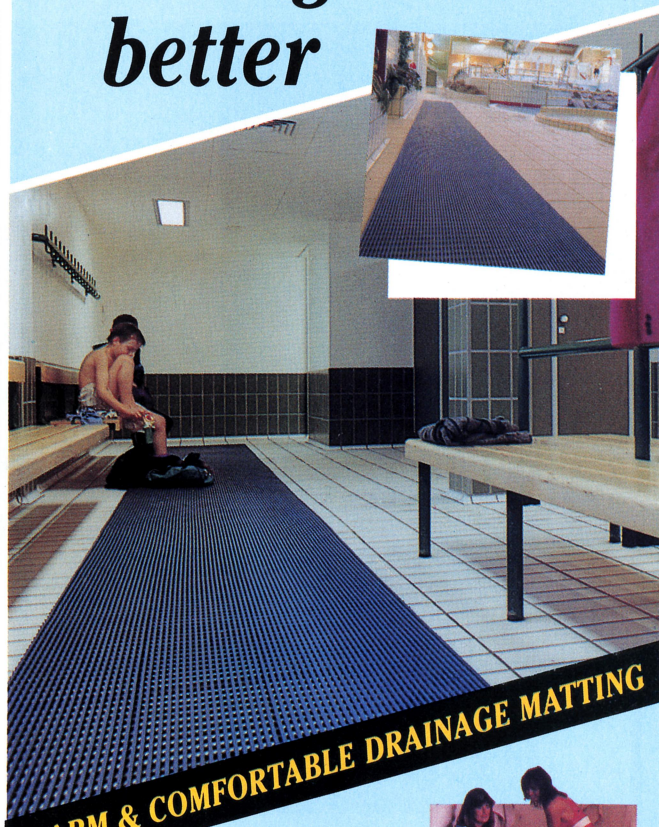


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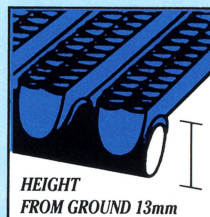


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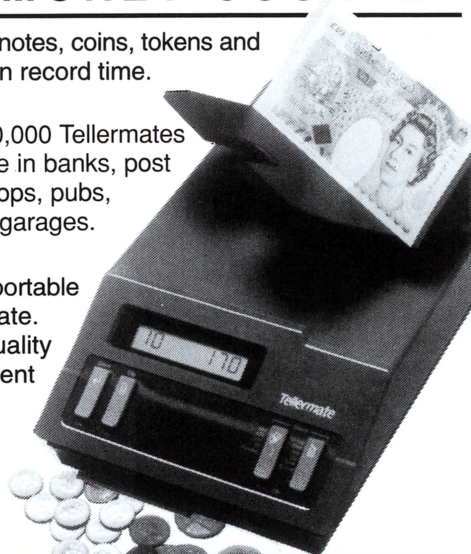
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LEISURE INVESTMENT

MONEY FOR NOTHING?

David Camp analyses the attitudes of financiers towards leisure funding



Kingfisher Lakes was sold recently by John D Wood & Co and William Hillary Leisure and Hotels

Have the much publicised golf, hotel and leisure failures dissuaded banks from investing, or will they still lend money?

Let's start at the beginning, what is the definition of leisure? This presents the first difficulty as there are diverse views; some financiers include hotels, pubs and restaurants in this category, others do not. One thing most agree on is that a leisure investment is a business investment and not a prop-

erty deal. Times have changed since the heady days of the late 80s when many investments were made on the basis of an inflated re-sale value for a completed development.

The recession and subsequent write-off of millions of pounds of property values have left financiers with their feet firmly on the ground. They are now more familiar with the dynamics and pitfalls of the leisure industry. Even leisure park deals, which are lit-

tle more than rental schemes from a mix of leisure operators and would previously have been viewed by many banks in the same light as a rental scheme, are now being evaluated on the basis of the underlying businesses.

The purchase of Tower Park in Poole is just such an example. The scheme was bought out of receivership by Marylebone Warwick Balfour and funding came through GiroCredit, which was prepared to lend both



Oxhey Park: golf has suffered from a bad press and is still to the end of its problems

PHOTO: HUMBERTS LEISURE

senior and mezzanine debt. "We saw the Tower Park investment as a hybrid between pure investment property and a series of standalone businesses," explains Robert Falls of GiroCredit.

The core businesses of Tower Park - multiplex cinema, tenpin bowling, nightclub, fast food and themed catering - are among those which financiers are most comfortable with. The reason is that they are generally operated by chains or groups on a rental basis. As such, guidelines, norms and examples of rental values at comparable sites are available.

But, as has been seen in the tenpin sector, such comparisons are meaningless if the business cannot sustain the rental levels because the market is not strong enough. This may seem obvious to leisure operators, but financiers are often approached with business plans from seemingly well-qualified people who have failed to understand the impact of location. "Leisure is often about one-offs," says Daiwa Bank's Peter Clarke. "A scheme at site A may work, while site B will fail."

Location is also important within the hotel sector, which is popular with financiers. This sector benefits from more comprehensive market informa-

tion published by consultancies and market analysts. This has enabled financiers to gain a greater understanding of the market.

Thus banks have adopted a more realistic method of evaluating deals. A recent transaction, where a hotel which sold for £7.5m in 1988 was bought out of receivership for £2.5m, highlights this. With a projected profit of around £300,000 per annum, this represents a simple valuation of 8.3 times earnings, although the decision to proceed with the purchase was only taken after a detailed discounted cash flow analysis of the deal.

Golf, a sector that along with hotels suffered bad press, has still to see the end of its problems. Colin Hegarty, director of the Golf Research Group, reveals that "between 1990 and 1995 around £1.5bn was invested in golf developments in the UK, around half of which will be written off". This may depress those with investments, but others will see an opportunity to acquire courses at reasonable values.

The UK situation mirrors that of the US in the late 80s, where golf courses were changing hands at around half the original development costs. Currently, the US market is strong and

course values are high, benefiting those who invested when times were harder. If the UK parallels the US, the signs for golf in the medium to long term appear more promising.

So what opportunities exist for acquisitions and developments? Many leisure investments which ended up in 'intensive care' were developed by entrepreneurs with little experience in leisure operations. These schemes were generally in poor locations or targeted at the wrong segments of the market. This has been particularly true of the golf market where there is now an oversupply of members' clubs in some areas. Other sectors such as tenpin bowling and health and fitness have suffered similarly.

Finance is available for acquisitions and developments, but Tom Smyth of Hill Samuel sums up the main obstacle: "There is a shortage of deals in the right location with planning".

As to securing funding for deals, the most important factor, all financiers agree, is the track record of the scheme's developer. "We are not looking for people coming into leisure just because they may have money," says John Bambrick of the Bank of Ireland.

The site, proposal and scheme are



secondary considerations to experience. A proposal from someone without the experience and knowledge to manage the business will often be considered too risky an investment.

However, even with a track record, a good site and an attractive deal, loan finance cannot be assured. Banks will rarely lend more than 60 or 65 per cent of the total capital required, and at these levels they still require the mature business to be able to cover twice the interest charges.

Lest this deter potential entrepreneurs, it must be stated that leisure is still seen as a growth area by many banks. While securing leisure investment is not and never has been easy, funds are more available now than they have been for the last few years.

Leisure schemes are being evaluated on the basis of their sustainable business potential rather than a future value on the property and banks are now using experienced consultants to provide the expertise they lack. With financiers becoming more comfortable with lending for leisure schemes, this must be good news for the industry. ●

David Camp is a senior associate with Economics Research Associates

WORK NEEDED TO AVOID A LONG-TERM SWING AGAINST GOLF

● Demographic patterns in Britain which show a growing number of people over 35 would seem to point to a bright future for the golf industry. But a new Leisure Intelligence survey from Mintel suggests the sport may find it difficult to attract a large proportion of new players in the future.

While demographic changes could feed more players into the market, golf will have to compete with other leisure activities and could be disadvantaged by the cost of playing. Mintel found that 46 per cent out of a sample of 1,452 adults perceived golf as an expensive sport. The good news is that the game has increased in popularity since 1990, ranking fifth in participation sports.

Reflecting this trend, golf club membership rose from one million in 1990 to 1.3 million in 1994. Correspondingly, the number of clubs increased to 6,290 in 1994, compared to 5,230 in 1990. But according to the Sports Marketing Surveys, only 3 per cent of golfers last year classified themselves as new to the sport, down 12 per cent from 1991.

"The number of golfers is growing much more slowly in the 1990s, and claims that it is less elite or appealing to more women need to be examined carefully," says Mintel. Golf will continue to draw its core support from a finite market of middle-aged male executives, but according to the report "its potential among lower socio-economic groups remains staggering and it is this market which holds the most opportunities for new golfers". Environmental and social objections may also inhibit the industry's growth.

Also, golf is still feeling the effects of the recession after the boom in developments during the late 1980s. Consumers' reluctance to part with money left courses empty for longer periods than necessary to pay off construction costs. Mintel says that while half of the newer courses were estimated to be on the market or available for sale in 1994, courses were developed specifically to be sold later on the property market. Details: +44 (0)171 606 4533

● The Golf Research Group recently published *Financial Performance of UK Golf Developments*. See November LM for a full report.

SUPPORT SERVICES

Glyn Wootton and Terry Stevens look at disabled access in stadia and arena

Over the past few years, the philosophy of equal opportunities for people with disabilities has been slowly evolving. Much of the momentum in relation to sport, however, has been directed at improving opportunities for disabled people to take part in sport. Only modest progress has been made in making facilities equally accessible to disabled people as spectators.

The number of disabled spaces that should be provided in a stadium has been hotly debated over the last few years. Part M of Building Regulations (1986), amended in 1992, requires that there are 20 places for disabled people in wheelchairs, or one in 100 of the total number of seats available, whichever is the greatest. The regulations grant, though, that it is reasonable for 'larger stadia' to provide a smaller proportion of wheelchair spaces.

The regulations do not, however, apply to existing facilities. The reality is that the majority of stadia have less than one in 100, and some have no wheelchair spaces or facilities for the disabled at all. Even major stadia, like Wembley (40), Cardiff Arms Park (24), Murrayfield (100) and Twickenham (350), have relatively few wheelchair spaces.

In general, most stadia will claim that they provide for disabled spectators and have added features such as ramps and toilet facilities. Better examples include Wolverhampton Wanderers Football Club's refurbished Molineux Stadium, which won the Sports Council's 1995 stadium award for its facilities. Also, in Huddersfield's new McAlpine Stadium, textured surfaces have been used to help guide the blind and partially sighted. In addition, commentary facilities have been provided for the hard of hearing.

But in the vast majority of cases, the arrangements are less than satisfactory. The importance of sight-lines has been a major consideration in meeting spectator demands and has led to new designs like the McAlpine Stadium. Disabled people have a right to watch an event with an unobstructed view from a choice of positions, enjoying the same experience as other spectators. It is unreasonable to restrict them to one or two, sometimes second rate, viewing positions.

Some operators will argue that it is not commercially viable to provide more spaces and that each disabled space takes up the equivalent of two seats. However, for most events a stadium has more seats than it has spectators. The management remains reluctant to surrender the additional seats in the hope that one day they will attract a capacity crowd. Moreover, disabled people only take up more space than people without disabilities because the design is based on different rather than universal criteria.

Unfortunately, operators and designers have given very little thought to detail. For wheelchair spectators, the seating arrangements or the seat design itself are often inadequate. Wheelchair spaces are often set in front of the seats provided for their helpers, making conversation and shared enjoyment of the event virtually impossible.

The number of stadia which provide wheelchair users with seats in alternative locations is on the increase. Yet few are as accessible as the 48,000 seat stadium, Oriole Park at Camden Yards, Baltimore, home of the Orioles baseball team. Here, seats for wheelchair users are provided all around the stadium and at every level. Wheelchair users



PHOTO: ALAN COTTERELL PRACTICE

Wolves' Molineux Stadium won the Sports Council's 1995 award for its facilities; it is better than most in catering for the needs of its disabled spectators

are also provided with seats to transfer to if they want, which swing out of the way to provide access. The seat itself is one of a pair fixed to a central post, with a chair for the helper alongside. They are made of the same material, colour and design as other seats in the stadium and merge into the overall appearance of the spectator area.

Toilet facilities for disabled spectators are provided in relation to the number of disabled spaces. The Football Advisory Design Council's document, *Toilet Facilities at Stadia*, recommends that where there is provision for 10 disabled spectators, there should be at least two toilets. At newly built, larger stadia, the typical provision is one special toilet for every 10 to 15 spectators. Considering it can take a wheelchair user 10 minutes or more, these ratios are nonsensical, especially if you are second or third in the queue at half-time.

While the allocation of seats, numbers of toilets, provision of ramps, widening of doorways and other facilities are basic considerations for wheelchair users, to a great number of disabled people they are not necessarily relevant. Only 2 per cent of disabled people use wheelchairs, whereas nearly two million people in the UK are either registered blind or have a severe visual impairment.

The responsible and commercially-minded operator will look at how all disabled spectators can

confront the disabled person, such as protruding objects, and ground and floor surfaces? And how are colour, texture, signage and communications used to the benefit of disabled visitors?

These are issues that other sectors of the leisure industry have addressed. Many of the UK's museums, country parks and attractions have modified their facilities and have improved access and services for disabled people. Stadia operators need to consider an orderly and priority-conscious programme to remedy deficiencies, with actions requiring major expense given equal consideration in funding priorities.

Delivering these opportunities requires universal design so that disabled visitors can enjoy the same opportunities as those offered to other visitors. Innovative design ideas, well-executed, can lead to facilities which are completely integrated, without the need for providing separate facilities for people with disabilities.

To ensure accessibility, operators must involve disabled people with appropriate technical expertise in all aspects of planning, construction, renovation, and operation to establish the optimal mix of facilities and the integration of disabled people with other visitors.

This is one of the most critical elements in developing accessible facilities. Frequently, modifications to facility designs are based on assump-

"It makes good sense to design and manage facilities for everyone, not just a portion of the population. The population is getting older and a greater number of people will benefit directly from accessible design"

get to the site (by public transport, car, wheelchair route, or on foot), how they can gain access to areas of the stadia and what services are provided for them. In addition, what risks and hazards

tions of what a person with a disability wants to do, or is capable of doing. Those involved should represent people with visual, hearing, speech, mobility, and/or developmental impairments. Facilities must be designed so they can be approached, entered, and used by people with disabilities. An accessible facility must provide a disabled person with a place to park, accessible routes, entrance to buildings, refreshment areas, and the same services offered to other visitors.

older, a greater number of people will benefit directly from accessible design. With 10 per cent of the population having some disability, operators should also realise that universal design and provision represents a potential market opportunity. Moreover, when facilities are designed to accommodate people with disabilities, it does not prohibit other segments of the population from using them, and often enhances usability for everyone else. This is certainly not the case

where to sit as every other visitor and equal access to services. Nor can disabled spectators be restricted from areas of the stadium where people without disabilities are allowed on the grounds of safety if, by way of reasonable modification to design or operating procedure, safe access would otherwise be possible. In essence, this means that the operator must make all public areas accessible to disabled visitors.

In the UK, the government's Disability Discrimination Bill is mak-

"To ensure accessibility, operators must involve disabled people with appropriate technical expertise in all aspects of planning, construction, renovation and operation, to establish the optimal mix of facilities and the integration of disabled people with other visitors"

Traditional design utilises building criteria, such as width of doors and height of counters, which meet the needs of the average person. The 'average person', however, is a myth. In contrast, the universal design approach to facility planning and development considers all, not just average, user characteristics. Some people are over six feet tall, others are under four feet. Some visitors travel on foot, whereas others use wheelchairs. Some have good sight, others need a guide. Some can hear, others need interpreters. Some have full physical mobility, while others are limited by a broken leg or paralysis.

Universal design means considerations of all degrees of sensory experience, all types of locomotion, and all levels of physical and intellectual function when planning or refurbishing a facility. The concept is based on providing facilities which are usable by the widest possible cross-section of the public. Stadia and arena can and should be designed to be accessible - not only as a reflection of equality, but because it makes good sense to design and manage facilities for everyone, not just a portion of the population.

It makes good sense for several reasons. First, given that the number of individuals who may be considered disabled is a significantly high percentage of the population, and that the population is getting

with non-accessible, traditional design. Research has also shown that if accessibility is provided at the design stage, the extra cost is negligible; no more than 1 per cent, on average about half a per cent.

In the US, this approach is now embodied in Federal law under the Americans with Disabilities Act (ADA). The Act generally provides standards for addressing discrimination in employment, transportation, telecommunications, services and, since 1992, in public accommodation and commercial facilities.

This means that stadium operators can no longer get away with making a token provision for the disabled community. They are bound to do everything feasible to offer a disabled person the same level of service offered to other visitors. In practice, this means that it is not acceptable for operators to merely designate an area within the stadium or arena for disabled people, even with improved access and special arrangements, if the visitor doesn't have the same choice of

ing steady progress through the legislature. The Bill provides for equal opportunities through the interpretation of clauses relating to the provision of services and is expected to come into law in November 1995, and be enacted in 1996. In practice, the Act will embody much of what is contained in the ADA. These issues, therefore, are something the rapidly expanding and maturing stadium and arena sector in the UK has to take on board now if it is to meet the future demands for equal opportunities.

Providing disabled people with access is not only about getting right the number of wheelchair spaces and toilets, but incorporating the needs of all users, including the disabled, into the universal design of the facility. If stadium designers and operators are able to do this, then there is a lucrative market segment to be tapped. ●

*Glyn Wootton and Terry Stevens
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JUST THE **TICKET**

Julie Cramer reviews the latest ticketing system installations at leisure sites

Madame Tussaud's

Madame Tussaud's chose to follow the path of other major Tussauds attractions like Alton Towers and Chessington World of Adventure, updating its bespoke system for the latest ticketing package from TOR Systems.

"With two and a half million visitors passing through our doors each year, it was essential to find an extremely robust ticketing system," says Jonathan James, systems manager at Madame Tussaud's.

The high volume of visitors must pass through only three front doors at the

attraction, and 80 per cent of the business is processed through just four of the seven tills. "Obviously, if one of the tills broke down, we would quickly build up a very long queue," says James. "But TOR Systems had been able to demonstrate fantastic reliability across the whole Tussauds group."

A major advantage of the new system is the facility to produce cross group ticketing, allowing visitors to buy several tickets at once, often at discounted prices. The attraction can also pre-print tickets which can then be sold at hotels and

through coach operators. The TOR system has a powerful market research facility which enables the attraction to track global marketing strategies by recording the nationality of every customer on entry. This information is available to the marketing department immediately, without the need to wait for reports.

Solihull Arts Complex

A new ticketing installation from Synchro Systems will soon be in operation at the Solihull Arts Complex, and the centre's staff are currently being trained to use the system effectively. With partial funding

from the National Lottery, the local authority centre has replaced its paper-based and stand alone PC system with a fully integrated box office and venue management system.

"Our staff have been used to using a manual system, so it was essential to find a user-friendly installation," says Martin Collett, entertainments director. "One lady who has never used a computer before was able to produce tickets in 10 minutes. The system is simple."

Synchro's HEBOS system will enable the centre to connect with other Solihull Metropolitan Borough Council applications via a local and wide area network. The system has fully automated the administration of the box office and allows remote sales positions to be set up using a portable computer.

The new system will offer an effective marketing tool, says Collett. The centre can obtain a quick geographical build up of visitors on screen and target mail more effectively by, for instance, finding out how many people attended last year's Christmas Panto and checking to see if they have booked for this year.

Planet Kids

First Leisure's Planet Kids play centre in the Arena One complex in Bristol chose VGS's new admissions ticketing, tagging and retail system designed specifically for high security children's play facilities.

"We wanted a simple tariff system which could be operated quickly and efficiently," says Ian Wood, divisional managing director for sport at First Leisure. Other major considerations were for a system which provided absolute security for children using the facility and at the same time captured the maximum amount of marketing information.

When parents check in their child, the system issues a coded multi-perforated ticket. One portion goes into a transparent pouch on a custom-made belt worn by the child, another portion is kept by the parent.

"This allows us to keep a check on everyone in the building," says Wood. "Parents who have children under eight years old are not allowed to pass through the security gates without them."

The ticket can be adapted to take advantage of many promotional and merchandising opportunities. Each child is automatically given a Planet Kids membership card which allows the centre to build up a comprehensive marketing database.

Legoland, Windsor

LEGO has chosen a completely integrated ticketing, access control and food and merchandise system from ticketing suppliers VGS who are based in Milan, Italy.

Operators at the new Legoland site were looking for a system which would provide them with a high speed, secure ticketing method with the ability to capture full marketing data. This was combined with automated access control turnstiles to allow maximum security and control capabilities. The company also wanted to combine food and merchandise EPOS till units from VGS to allow fully centralised data capture on all financial transactions within the park.

The system Legoland chose is made up of 21 high speed ticket selling stations, 10 automated turnstiles and 25 EPOS terminals. All of these are networked together to a central file server and supervisory stations.

The park's advanced booking stations will be installed and operational from mid September, well in advance of its March 1996 opening date. This will enable all pre-booked guests to be admitted to the park directly through the automatic turnstiles, without the need to queue for tickets.

Colonial Williamsburg

With over one million visitors per year, the Colonial Williamsburg living history museum is ranked as one of the most popular tourist attractions in the United States. The site chose Select Ticketing's PASS system for its ticketing and venue management.

Based in Williamsburg, Virginia, the site sells a high volume of tickets through the many hotels, restaurants and gift shops throughout a 173-acre location. The museum has become the first customer in the world to link its accounting and hotel software to the new PASS ticketing system for credit card authorisation. Select Ticketing estimates that it now takes an average turn around time of 15 seconds for authorisation therefore promoting rapid ticket sales.

As the museum site had no physical boundaries, the problem of non-ticketed visitors walking onto the site needs to be addressed. Working in conjunction with Select Ticketing, Colonial Williamsburg has devised the yearly Patriot PASS which contains the photo of the person who holds it. The PASS system is linked up to a photo identification system from a third party to quickly produce the Patriot PASS at the visitor centre.

NYNEX arena Manchester

Ogden Entertainment Services has appointed Ticketmaster UK as the official ticketing company for the Nynex arena Manchester. The recently opened venue has a capacity of 19,500, and is the largest multi-purpose indoor entertainment and sports facility in Europe.

The latest Ticketmaster system will provide the 24hr credit card telephone booking service for the Arena, in addition to establishing a network of high street ticket retail outlets throughout the Northwest. All box office telephone calls will be handled using a local Manchester number.

"It is obviously critical to the success of the Arena that we install a state-of-the-art ticketing system which will provide the concert promoters and event organisers with a fast and efficient ticketing reporting system," says Lee Esckilsen, executive director of the Arena.

"It will also provide the customer with the ability to purchase the best available ticket on this system at all times."

Tickets London

Managing ticket sales for Apollo Leisure venues around the UK, Tickets London chose to follow the path of its Manchester-based office, Tickets North, by installing BOCS.

The system allows instant access to any seat in a plan from any number of video terminals without the risk of double booking. Operators can handle postal, telephone, window or subscription sales and combine several discount and payment types in a single transaction.

The BOCS display function enables the ticket operator to call up availability summaries for a range of performances. If a patron needs to know which April performance of *Grease* has five continuous seats in the dress circle, the operator is able to find the information in seconds.

"We may have anything up to 8,500 performances on the system at one time, with current shows and advance bookings," says general manager, Julie Casey. "Operators can simply key in the date and gain access to a detailed seating plan."

With the integrated BOCS marketing system, Tickets London is able to pull up a large variety of details on a specific group of customers. "We can find every customer from the South East, or all those who booked for a rock and roll concert in June," says Casey. In this way, blanket mailing is avoided and select groups can be targeted.



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rejuvenation

You decide that you want a synthetic multi-sports surface. Now the question is 'what surface should we have?'

This is an important point for two reasons. Firstly, it is a commitment to the need for a synthetic surface. Secondly, the surface you choose to use will be the result of much fund-raising, much speculation and interest from children through to pensioners, and above all from those who will eventually play sport on the surface.

Start with the essential ingredient: a suitable site. Flat, open areas with good access for lorries are ideal; when sites are sloped, or tucked away behind buildings, the construction costs will naturally be higher. Good land drainage is essential so, if possible, water-logged sites are best avoided. Remember though that in construction almost any situation can be coped with, it just becomes a function of cost. Check with your local authority regarding planning permission, especially if you anticipate flood-lighting the area.

Then consider what activities you want to provide for on the surface. Many have the misconception that a synthetic surface will provide every answer and expect to play tennis and football on the same surface. This is like expecting a Mini to perform like a Ferrari. As with every product, synthetic surfaces are designed to offer certain characteristics.

If a compromise in the activities is needed, then hockey tends to sit in between football and tennis. Hence you can have a football/hockey surface or a hockey/tennis surface. Remember too that synthetic surfaces

are not maintenance-free. Regular brushing and topping up with sand will ensure the longest possible life from your investment.

Having selected where you would like your synthetic surface to be, the next question is 'how much is it going to cost?' At this point in time, you should be looking for approximate costs from specialist construction companies. Sources for such specialists include the Sports Council, sport and leisure-related magazines, and recommendations from others who already have a synthetic surface.

Initially show prospective specialist constructors the site, discuss with them what you require from the surface, but avoid being drawn to any particular system. Make it clear that what you are looking for is an indication as to how much money is needed for the project; typically a 6,000sq m hockey pitch will cost from £225,000 to £300,000.

By now a deluge of sales material and enthusiastic sales representatives will have rained down upon you. Confusion will seem to rule the day with phrases like 18mm pile grass, engineered bases, 10 year guarantees, 'BS' this and 'FIH' that, flying around. File all material for safe-keeping; this is valuable information.

Now you know roughly how much the type of surface you are looking for will cost, you can start to apply for any available grants. Sources could include the National Lottery, the Sports Council or local authorities, but it is necessary to establish any conditions these grants might impose on your surface, such as use by the public or construction standards. If



SYNTHETICS

Andrew Wilkinson offers a step by step guide to leisure operators planning to invest in synthetic surfaces for multi-sports areas

FIELD WORK

"There are many standards which apply to synthetic sports surfaces, aiming to ensure player safety and to create an environment where a realistic game can be played. But above and beyond these is the 'feel good factor', or how a player perceives the surface"

use on the planned opening date and not in suspense, pending some long-winded legal proceedings.

Now what surface should you have? Looking at the current market, there are probably 40-50 possible combinations of synthetic surfaces, with various qualities of grass, different shockpads and base constructions. To select the ideal surface for your players, place emphasis on the level of comfort the surfaces will provide for them.

There are many standards which apply to synthetic sports surfaces, aiming to ensure player safety and to create an environment where a realistic game can be played. But above and beyond these standards is the 'feel good factor', or how a player perceives the surface. There is no pleasure in aching joints after a long game and operators and suppliers have a responsibility to consider the long term health of young players.

Currently, there are very few surfaces on the market that do not achieve the required standards. So, if we assume that all surfaces meet the standards, what is the difference between them?

First, ask your coach, the team captain, and even the team, which synthetic surfaces they have enjoyed playing on. Contact the owners of those surfaces to find out what type of construction it is, who built it, and the quality of service they received during the installation.

Second, quality actually makes a difference in terms of the density and length of the carpet fibres. More and longer fibres cost more money, but longer life from the surface can be

expected. Differences may also be found in the care that is taken with the quality of the base construction, shockpads, sand-filling, and the seaming of the top surface.

From the files of sales information, choose some of the companies who you feel have presented themselves in a professional manner and who appear to be of suitable stature to construct your surface. Ask for reference sites which you can visit.

You are now starting to establish the specification of the surface your players want to use. Specialist contractors can use this to fulfil your requirements. Negotiations can take place to find the balance between what your players would like and what you can afford to spend. Remember that you only get what you pay for, and a £225,000 surface can never be the same as one which costs £300,000!

It is not uncommon for long guarantees to be offered. These sound great, but if a claim is made, the huge problems involved in even the smallest fault with a 6,000sq m surface could lead the contractor into severe financial difficulties. Unfortunately, litigation may be the result.

A guarantee is only as good as the financial stability of the company which offers it. Be aware of the small print in the guarantee which, for example, could stipulate specific maintenance requirements. Clauses contained in the guarantee could potentially provide an escape route for the contractor and leave you stranded.

It is without question that synthetic surfaces are here to stay. Looking back just five years, we can all appre-

ciate the advances that have been made with synthetic surface technology. Surfaces now look and feel more natural than the very early samples of Astro Turf, which has remained as the generic name used by the public to describe such surfaces.

Taking a global view, synthetic surfaces are to be found in many locations, especially where space is at a premium, or where it is difficult or expensive to maintain natural grass. The UK does, however, appear to have some of the highest standards. This should safeguard the players, which is a positive outcome, provided of course the standards do not become so high that capital cost restricts the availability of good surfaces to all. ●

Andrew Wilkinson is with WA Business Developments +44 (0)1328 878406

Reference

Sports Council publications
Sports Facilities Suppliers Guide;
Harper's Sports and Leisure:
1995 Guide to the Trade; Trade
Directory for Sports, Leisure and
Fitness Managers;
Sports Council guidance
notes: 385 Surfaces - *Guide to*
Selection; 386 Surfaces - *Indoor*
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Specifiers should talk to the teams to find out which synthetic surfaces they have enjoyed playing on

PHOTO: TONY STONE IMAGES

any review or recalculation is needed, now would be a very good time to do this. It is important that funding is in place before committing to construction. So check carefully all outside finance; it would be very embarrassing if the surface was built and, due to some oversight, there was not enough money to pay for it.

If needed, start your own fund-raising activities. Be realistic about how much or how long it will take to raise the money required; it is best to seek advice from similar clubs who have already been through this process.

Until you can be certain of finding enough money, there is little point in wasting the time of specialist contractors. Pricing work that may or may not go ahead in two years time is

notoriously unreliable. Inflation and product availability can have a marked effect on costings.

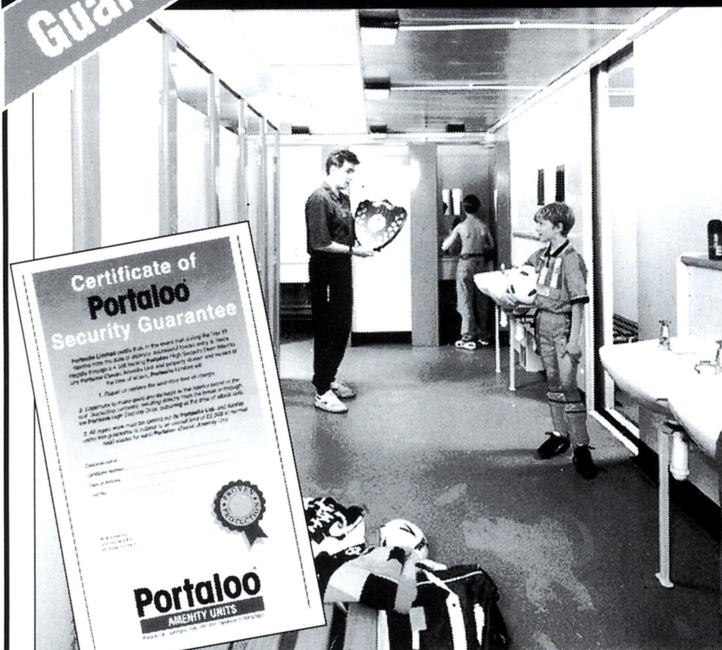
Another consideration which arises when installing a synthetic surface is whether you employ a specialist contractor directly, or use the services of a consultant. Naturally, the inclusion of a consultant increases the cost. However, this can be justified as an 'insurance policy', provided the consultant takes full financial responsibility for the entire job and does not merely end up as a highly paid go-between.

If the specialist contractor your consultant employs on your behalf fails to build the pitch as expected, you should expect immediate reimbursement. That way, the synthetic surface you have been waiting for is there for

"Until you can be certain of finding enough money, there is little point in wasting the time of specialist contractors. Pricing work that may or may not go ahead in two years time is unreliable. Inflation and product availability can have a marked effect on costings"

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PROFIT

FOR OPPORTUNITY SPEND IN LEISURE

A LEISURE MEDIA COMPANY PUBLICATION



OCTOBER 1995 ISSUE 8



● A number of opportunities have been pinpointed by the Victoria and Albert Museum to use its resources to bring in more income. A licence has been applied for which would allow the museum to host wedding receptions. Plans are also afoot to sell wedding dresses based on the designs of the dresses in the Dress Collection gallery see p54. Details: +44 (0)171 938 9612

KENT MUSEUM FUNCTION ROOM

The Museum of Kent Life has joined the growing list of attractions which host corporate functions, wedding receptions and other celebrations.

The 90-cover function room opened in July and is set above the latest building at the site, The Wagon Store. The room reflects the traditional Kentish atmosphere of the museum, which has a number of traditional farm buildings, housing historical displays written in the Kent vernacular. Hop, herb and kitchen gardens and craftspeople at work are

also part of the exhibitions.

"We are hoping this will become one of the most popular venues in the area," says museum spokesperson, Amy Austen. "We have been trying to expand into offering this service for some time, but until the Wagon Store was built we didn't have the facilities."

The catering manager offers a traditional Kentish-style menu, but is willing to adapt to whatever cuisine the guests require. A host of entertainments can be organised. Details: +44 (0)1622 763936

COIN SLOT TO FIGHT LOTTERY

The amusement machine industry is now empowered to launch an offensive against competition from the national lottery scratchcards, thanks to new government legislation (LM September 1995, p46).

Arcade and pub machines can now pay out £4 in cash and £8 in tokens. Jackpots in clubs will also be increased from £200 to £250. The maximum price of play has been increased to 25p.

BACTA, the organisation representing the coin-slot amusement industry has welcomed the legislation. President, John Bollom says: "the chances of winning on a fruit machine are much greater than the lottery and it is more fun to play. We offer amuse-

ments with prizes while the scratchcards are a straight, rather boring, gamble."

The next step is to campaign for a machine will can pay out at least £10 in cash. Details: +44 (0)171 713 7144

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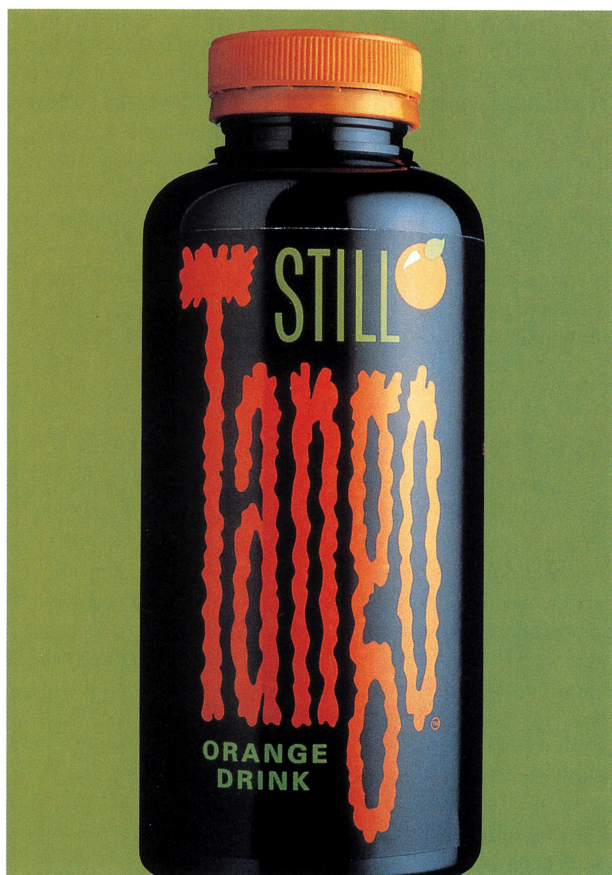
PROFIT



● As part of the 150-year anniversary celebrations, R Whites Lemonade will have a new design to create maximum shelf impact. The eye-catching design will appear this month on 1.5 and two litre bottles and 330ml cans. Details: +44 (0)1345 550345



● CCSB is launching a range of soft drinks based on the Trebor Bassetts sweet range. The drinks come in five flavours - Barratt Refreshers, Sugar Free Refreshers, Sherbet Fountain, Fruit Salad and Black Jacks. Children between the ages of two and 12 years old are the main target market. Details: +44 (0)171 486 8219



Still Tango will be back on the market this month. First launched in June 1994 the drink was withdrawn after five weeks, however Britvic Soft Drinks market research shows the brand is still widely recognised and its reappearance is eagerly awaited. Details: +44 (0)1245 261871

ICE CREAM SALES BOOM

● The hot summer may have meant a fall off in attendance to indoor leisure attractions, with people heading to the beach, but it has been good news for ice cream manufacturers. In July, Wall's supplied more than 100 million impulse ice cream sales, beating last year by more than 10 million. "We prepared for a hot summer but ice cream sales have exceeded even our expectations," says Tony Smith, Van den Bergh Foodservice director. Details: +44 (0)171 717 7000

● Yarner Spring Water is launching a range of spring water available in 250ml cartons fitted with straws. It is believed that this is the first time that water has been made available in this format. Details: +44 (0)1508 550628

● Louis Tussauds, the Blackpool based waxwork attraction, is expecting to save a substantial amount on its banking charges this year as a result of Girobank handling its cash takings. Around £1m worth of cash is taken each year, spokesperson Pauline Grange says. The company expects to make a 30-40 per cent saving on charges. The main bank is still used for other banking needs. Details: +44 (0)800 222255

● An innovative food-fryer has been launched which guarantees tasty chips, sausages, chicken nuggets and onion rings, but with half the calories of oil fried food.

The RoFry® 'air fries' and browns the food, using the natural moisture and blowing out very hot air. Major selling points of the RoFry is that the food will appeal to the health conscious, it is user-friendly and does away with the fire-risk and smell of oil-frying. Details: +44 (0)181 422 3077



SPORTS DRINK DISPENSER

Lucozade Sport is now for sale on dispense, making it ideal for selling in sport and leisure clubs.

Three years of research has been spent on making sure that the none of the taste is

lost through dispensing the drink in this way.

Mike Kent of SmithKline Beecham Nutritional Healthcare says: "Lucozade Sports Dispense is for the consumer who exercises. It is not only a

leisure drink but an effective sports recovery drink."

This year Lucozade will be supported by a £20m marketing and advertising campaign to increase brand awareness. Details: +44 (0)181 560 5151

● **Volvic is launching a nationwide competition on eight million bottles. Consumers can collect six bottle labels in order to enter a prize draw to win 1,000 sets of Volvic branded glasses. This year the company has spent more than £2.5m on marketing. Details: +44 (0)181 673 8717**

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A **LEISURE MEDIA COMPANY** PUBLICATION

● Theming is the buzzword in the industry at the moment but ideas for finding originals themes and the furniture to go with it can be a problem. Classic Furniture Group has launched a Theme Collection which offers a choice of 21 new products. Details: +44 (0)1952 825000

● Rowlett Catering Appliances has launched a range of mini grills which are ideal for use in sandwich and snack outlets. The grills can toast bread, brown and crisp soup dressings, toast sandwiches and cook pizzas without smoking or smelling. Two models have griddle plates fitted which enables steaks to be broiled and eggs to be fried. Details: +44 (0)1932 849131

● A new thick shake machine has been launched by Options which dispenses a Cool Shake in a number of different flavours. It is particularly suited to fun pubs, family pubs, leisure bars and cafés. A specially formulated milk shake mix is used which requires no fresh milk. Details: +44 (0)1270 882063

● Bernard Matthews Food Service has launched two new vegetable products - a vegetable kiev and a vegetable and cheese country bake. Details: +44 (0)1603 872611

● Harrogate Council is seeking a partner to help with the launch of a range of bottled spring water, taken from Harlow Hill spring. Tests have shown that the water is palatable and free of toxins. Details: +44 (0)1423 523468

● Jersey Zoo has been fitted out with a new gift shop, after the original one was destroyed by a fire. The 150sq m shop is 50 per cent bigger than the previous one and sells a variety of gifts, souvenirs, books, videos, clothing, ceramics and logo merchandise. "Sales have exceeded all our expectations and we are establishing new records in increased spend per visitor," says Tony Allchurch, zoo administrator. Details: +44 (0)1534 864666

ROBIN

The British must change their attitudes of servility to one of service as a pleasure, says retail and catering consultant, Robin Copeman.

A director of retail and catering at Alton Towers for eight years, Copeman recently returned to the UK after setting up the operation of a new contract for Eurest Hong Kong Ltd (now a division of Compass Catering plc) at Ocean Park, Hong Kong. He believes staff attitudes and the quality of service in Asia are way ahead of what is experienced here.

Training in Hong Kong's hotel and catering sectors is of the highest level, and the staff find it natural to show respect for others, he says. "Courtesy and pleasantness stem from their Asian culture," says Copeman. "Add this to the relevant skills and expertise, and you have a formula which is hard to beat."

Ocean Park has 6.5 million potential customers within a 20 minute drive time. Hong Kong has little public space for leisure, therefore those who visit the park are mainly residents of Hong Kong, with few tourists from abroad.

"When I arrived at Ocean Park there was little team spirit to the catering department," says Copeman. "The previous contractor seemed to be satisfied with running food services with the minimum of marketing to push sales."

Ocean Park had recently opened two McDonald's fast food restaurants which were outside the Eurest brief. Copeman's role was to develop the business partnership between his company and Ocean Park, and reappraise the facilities for sales growth.

A capital injection of HK\$11m (£1m) assisted in re-structuring various catering outlets and improving output, so that products could be sold quickly, using staff who had been trained specially for the task.

"To win greater sales we concentrated on improving the product offer, using quality foods sold at competitive prices," he says. Introducing pizza, gourmet ice cream outlets and



COPEMAN

Paul Neaves talks to Robin Copeman about retail and catering in the UK and Asia

combo meals, which are now very popular with locals, Copeman says the turnover and margins are now building to levels that exceed the pre-McDonald's opening figures.

He believes that no matter where a theme park is located there are core products (burgers, pizza, hot dogs, doughnuts and carbonated draught drinks) that should always be available; these core products account for 60 per cent of sales, with the remainder coming from local ethnic requirements. Ocean Park's ethnic sales were generated by the Rice Box sales and specific Chinese dishes that are the equivalent of British fish and chips in UK attractions.

Brands are important, he believes, offering comfort to the visitor where sales are to be generated on impulse, although he feels only certain categories of products need to be branded. "A doughnut is just as saleable under the park's name, as under a brand name," he says. "The introduction of the Haagen-Dazs brand, though, has doubled ice cream sales in an area of the park where the ice cream had been unbranded before."

Copeman forecasts the growth of outside brands within theme parks but warns that the selection process of matching the brand with your park is not an easy one.

"The quality, expectation and spend per head of the brand has to be in harmony with the park - a downmarket brand with low levels of spend per head could do more harm than good and create a degree of dissatisfaction to the park as a whole," he says.

Where new themed areas or new rides are being designed for park developments, Copeman feels it is essential to include plans for retail and catering areas from the outset, otherwise prime opportunities for secondary spend will be lost.

An example of this is the retailing and catering aspect of the Nemesis ride at Alton Towers, where only one small outlet was built for specialist retail. Catering for the ride was non-existent and relied on a poorly located

temporary structure, that could not cope with the volume of business in the first season.

During his time at Alton Towers Copeman implemented significant changes, at a time when the visitor was no longer prepared to sit in a fast food or family restaurant for 20 minutes to consume a meal. He therefore worked on themed, high volume retail catering facilities that allowed the visitor to continuously select impulse offers that could be eaten on the hoof.

The packaging of a combination of specific items aimed at selected age groups were also remarkably successful in the foodservices development of Alton Towers, with the opening of Kananga Cookhouse, Wicked Things, Pit Stop, Bertie Bassets, Robins Food Fair, Doughnuts Galore. "Some of the catering units became an attraction in themselves," says Copeman.

He was probably the first to introduce the 32 fluid ounce cooler tube to the UK and in doing so doubled Coca Cola sales in the park in a season. This offer was accompanied by a second offer of a 99 pence refill for those who had purchased a cooler tube, showing a total potential sale of 64 fluid ounces where the norm had been 2 fluid ounces.

"The use of modern socio-economic marketing in the generation of spend is very important," says Copeman. "Research must be on-going and finely-tuned throughout the trading seasons to achieve not only satisfaction from the customers' view but satisfactory results for the company."

Copeman's background in retail is based on classic catering with experience gained in selling fast moving consumer catering at Gatwick Airport, where over 15 million customers were catered for each year, and at Knebworth where large pop concerts and events were the norm.

Maintaining a high level of customer service is paramount, he feels. "Every customer must be satisfied, your team must be professional and should have an in-built desire to serve to satisfy." Copeman believes the

industry is still not fully committed to the total satisfaction of the customer, and cites two recent experiences which highlight the fact.

The first occurred at a motorway service area in the Midlands where an early morning visit found shabbily dressed staff huddled together, looking as if they had just returned from an all night rave. They had to be asked to break their conversation to serve. "The food looked as if it had stood all night on display and the quality was of the lowest denominator at the highest price the operator could get away with," he says. "It seemed the customer was a necessary evil in a chain of events."

The second example again concerns service attitudes and took place at a hotel chain in an established market town where Copeman took his family for a special afternoon tea. The hotel surroundings were full of old world charm and the food was well presented and fresh.

"The let down occurred in that the waiter did not know what he was doing and it became apparent that he had been thrown into a task with no training at all," says Copeman. "There was no supervision to be seen, the cutlery was either dirty or poorly washed, the waiter's shirt was creased and his trousers looked as if he had slept in them all night."

The inability of that hotel to offer a quality presentation and the necessary skills of service took all the pleasure out of what should have been an enjoyable family occasion.

So what of the future? Only those who make a total commitment to service, investment, food quality and conceived value for money will reap the rewards, he says.

Copeman will undoubtedly be at the leading edge of the new wave of development in spend and profit generation for theme parks and large attractions for many years to come. ●

Paul Neaves is a retail and foodservices consultant. Details: +44 (0)1252 835183

PROFIT

MONEY MAKERS

A football ground re-designed its public catering areas and customer spend per head rose from an average of 30 pence to over £1. A leisure centre swapped its old vending machines for shop-fitted new ones and saw profits rise by almost 50 per cent. And a museum's pioneering licensing initiative has doubled its turnover from licensed goods in the last year alone. Clearly, there is money to be made outside entrance fees, provided the quality of the offering is first class. Whether operators have implemented major change, improved on existing facilities, introduced an innovative concept or simply offered something different, the following examples all show the potential for enjoying many profitable returns. Julie Cramer reports

LUCRATIVE LICENSING

London's V&A museum has brought to life its collection of botanical watercolours by the 18th century textile artist William Kilburn. Designs which were accessible to the public in archive form, are now available as bed linen, curtains, wallpaper, friezes and cushions.

Launched in May 1994, the Dorma collection of floral bed linen has been one of the most successful lines ever. "Dorma are the brand leaders in the UK in bedroom textiles, and now three of their top five selling designs originate from the V&A," says Ken Mannering, head of licensing for V&A Enterprises.

The profit making arm of the museum, V&A Enterprises operates an active licensing initiative which is gaining momentum in America, Canada and Japan. "We have experienced an increase in turnover of well over 200 per cent in the last year alone," says Mannering. With over 70 licensing agreements in 12 countries, the museum estimates that V&A licensed products now have a worldwide wholesale value of £35m.

In the US, Franklin Mint has produced V&A inspired porcelain, and the William Morris Collection has proved popular in Japan. Details: +44 (0)171 835 1715



ON THE BALL CATERING

Customer spend more than trebled in the first few months of operation, following a major re-design of the public catering areas at Coventry City Football Club's East Stand.

Three specialist companies were employed to identify the most effective use of space at the stand, and to maximise profit potential. Strategic Leisure, Robert Reed Associates and Marketplace Design worked together to create the kind of environment which encouraged customers to part with their money on match days.

Further catering facilities within the club offer a venue for many blue chip company trade shows. Thirty conferences are currently on the books, the restaurant manages 100 covers for Sunday lunch and recently provided a reception for its first Asian wedding. "The excellent catering facilities at the club mean that people can get anything from a steak and kidney pie to a three course meal," says Jonathan Mills, director of sales.

Mills came from Holiday Inns to work with the marketing team on improving opportunities for secondary spend at the club outside match days. "Football clubs are no longer the barbed wire and broken glass places they once were," says Mills. "Clubs are moving into the 21st century, and the facilities at Coventry City can compete with many of the top hotels." Details: +44 (0)1203 633823



ATTRACTING CUSTOMERS TO PARTICIPATE

Mad Max mini hovercraft racing, clay pigeon shooting, Mission Impossible team games, a chance to shoot a Hollywood commercial and Cowboy days complete with a bucking bronco have all been organised at Knebworth House in Hertfordshire.

Lytton Catering, based at the historic Hertfordshire property, has turned the site's 250 acres into a hotbed of outdoor adventure activities, with rooms within the main house also used for corporate entertainment and banquets. The company has experienced a 40 per cent increase in conference and corporate entertainment bookings over the past three years, giving a welcome boost to mid-week business.

Working in conjunction with specialist multi-activity game companies, Lytton Catering produce a wide range of events for customers, from murder mystery evenings to full scale historical re-enactments. As a result of its programme, The Knebworth Estate has been voted "Best Venue" by the Corporate Hospitality Association three times in the last four years. "Outdoor activity days are becoming more and more popular for corporate entertainment, team building, and family fun days," says Martha Lytton Cobbold, marketing director. Details: +44 (0)1438 813825

ALL CHANGE FOR IMAGE OF LEISURE VENDING

When Stevenage Arts and Leisure Centre decided to bring in a professional company to revamp the catering area's tired-looking vending machines, the centre experienced a sharp 47 per cent hike in vending profits over the first three months.

The Utopian Express and Munchers Express branded vending suites were created especially by suppliers Springbank Industries to complement the Hertfordshire centre's Utopian Gym and Munchers Cafeteria. Particular attention was paid to correct positioning and lighting of the suites, with attractive signage pointing customers in the right direction.

"Vending 10 years ago was a complete nightmare. The machines were usually put in a little black corner and they were always breaking down. The whole operation was very labour intensive," says Frank Holland, catering manager at the arts and leisure centre. "We were happy to pass the responsibility over to Springbank Industries. They offer a professional service and we are guaranteed to reach target profits every time." Details: +44 (0)1785 815551

BREWING UP PROFITS

Fresh beer is brewed on site at the new and innovative micro-brewery created by Bass Leisure Entertainments. Installed at the company's latest Hollywood Bowl site at Braunstone, Leicester, beer sales are already exceeding expectations.

Under the name of the Original Brewing Company, the fresh beer is produced entirely on site, chilled and served in the licensed bar. The micro-brewery is a return to the traditions of producing a range of unique and distinctive beers, using fresh hops, barley, malt and filtered water. The beers and lagers are served straight from the tanks to the taps, with all equipment in full view of the customers. The two brands of bitters available to customers are Disciples' Brew and VSP (Very Special Pint), and the two lagers are named Hellanbach and Old Ivory.

"Since we opened in July we have been brewing twice a week, sometimes more, and now find that we are able to brew beer to demand" says Claire Price, marketing manager at Bass. "Some customers find it hard to believe we are producing it solely on the premises because the taste is so good." The company now has plans to open two further micro-breweries at Watford and Finchley. Details: +44 (0)115 924 0333

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PROFIT



WINDOW SHOPPING

Bob Bowers explains how to tempt customers to use your vending machines

A colleague related a frightening tale to me earlier this week. He had, for perhaps the sixth time in recent weeks, visited his local public swimming baths. After a leisurely swim he strolled out into the reception area and, while waiting for his spouse, decided to investigate the hitherto unexplored upstairs area.

Climbing the unmarked stairs he discovered a scruffy selection of snack, can and drink machines, one with a scrawled 'out of order' notice scappily taped across the front.

His story is interesting in that it exposes the weaknesses which are prevalent in leisure vending; weaknesses for which both leisure and vending providers must share the blame.

There are two key factors to remember about leisure vending. Firstly, that it is a form of retailing - automatic retailing - and needs to be professionally marketed, mirroring the sophisticated techniques of the high street. Secondly, it is a market characterised by the impulse purchase. The public does not visit a leisure centre to buy a can of Vimto or a Mars bar, but to play badminton or swim. So they need to be enticed to spend. Metaphorically speaking, leisure centre managers need to turn customers upside down and shake the loose change out of their pockets, leaving them only their bus fare home!

I come from a retail background and the over-riding lesson I learned from my



Branded vending suites can attract greater profits than an ad-hoc selection of machines

father is that people buy with their eyes. This is an obvious statement; Marks & Spencer do not just slap products in the window and hope they sell, but that is exactly the way some vending companies approach the leisure market.

The reasons for this are largely historical. Before compulsory competitive tendering, leisure centre managers did not see vending as a priority, but as an awkward ancillary activity. For its part, the vending industry viewed leisure with scepticism because, unlike its traditional nine-to-five factory clients, it did not operate in social hours.

Predictably, leisure vending became characterised by complacency, with vendors tucked away in dark corners, tattily maintained, poorly stocked and more often than not bearing the dreaded 'out of order' sign. That complacency still exists in many quarters but, thanks to initiatives like *Leisure Management's* PROFIT supplement, leisure providers are increasingly focusing on vending as additional profit centres. Equally, good vending companies are realising that with commitment and professionalism they too can make an honest crust.

So what needs to be done to entice our impulse purchasers? Presentation is a key issue. When talking to your chosen vending company, insist that they fit equipment to complement existing facilities and decor, don't let them just slap a machine next to the nearest available power point. Better still, look at developing an image for your vending. Perhaps you could create an 'own label' brand which forges a closer link with your corporate identity and can be carried through manual catering facilities.

Some forward thinking leisure providers have already created their own branded catering areas. Leisure management contractor, Relaxion has introduced the Cravings Meals and Treats brand into a number of centres. The brand complements a corporate image developed by the company which is bringing a refreshingly professional approach to the market.

Brands also play an important role in your product mix. Product branded machines can restrict the variety of goods on offer, thereby limiting your revenue potential. Generic machines, dressed with individual product deals, will give you greater purchasing flexibility, allowing a mix of brand products to be offered.

In deciding which products and which branding strategy to adopt you also need to know your target audience. Are they price or brand motivated? Do they eat toffees or health bars? Do they find isotonic drinks irresistible or are captivated by Coke?

Simple research will yield valuable data



● Aluminium Cans for Kids' Causes is a new initiative to encourage the recycling of drinks cans to raise money for charity. Companies and leisure operators may take their used aluminium cans to one of 350 recycling centres around the UK. Some centres will collect and others operate mobile recycling units. Call 0345 888 333 for an information pack.

about which product types should be stocked and whether you should carrying a leading brand like Kenco or Cadbury's, or a good private label supplied by your vending company.

Research will tell you, for instance, that one strong growth area is continental drinks. Fuelled both by frenetic marketing activity in the retail sector and the growing sophistication of vending technology, drinks such as espresso and cappuccino are definitely on the up. Don't forget too, that as premium vend products, continental drinks offer you greater profit potential.

Look too at where your audience will be in, say, five years time, and be prepared for change. If, as current statistics suggest, squash is declining in popularity what affect will this have on the type of people attracted through your doors and the type of products they consume?

Similarly, think beyond snacks and drinks. How else can you make vending

**Managers need to turn
customers upside down and
shake the loose change
out of their pockets,
leaving them with only the
bus fare home**

work for you? How many people forget to take soap and shampoo with them? What about sports accessories? Feminine hygiene? Beauty aids? The list goes on.

Returning to my colleague's tale of woe, don't forget that people need to know about the facilities you have on offer. Tucking vending away in an upstairs room with no signposting is hardly the best way of increasing your secondary spend figures.

Too many leisure providers put up barriers between a customer and a purchase - please tear down the barricades! Identify your customer routes and place them with temptation. Liven up drab, tile-walled changing rooms and spartan corridors with bright and breezy posters which advertise the quality, value and range of services on offer. If you think of the last time you visited a motorway service station you'll get the picture - there, everywhere from staircases to toilets is liberally plastered with special offers and product information to ensure maximum revenue is gained from travel-weary customers.

Introducing mechanics to generate customer loyalty is another good idea. These can be very simple but highly effective. A lucky cup scheme is one proven method in which specially printed prize cups are hidden among your stock. The lucky consumer can then redeem his lucky cup for a variety of prizes which can in themselves act as loyalty generators - free membership to your health studio is one example.

Another idea is to introduce cashless technology. Cashless cards (or keys) are a perfect marketing tool. Perhaps linked to membership of a health club or simply a frequent visitors club, they can be used to offer discounts to encourage repeat purchases and engender loyalty. Cashless machines can generate revenue increases of up to 30 per cent.

Another important fact to remember is that with vending your costs are fixed but your profit potential isn't. Purchased or rented, the cost of a vending machine remains static whether your machine takes £50 or £800 per week. So you need to make the most of your vending assets - improve volumes and profitability soars.

As a leisure provider be firm with your suppliers, choose them wisely and make them create an attractive shop window for your vending facilities. They need to unlock the enormous potential that lies untapped in the leisure market so that you can unlock those hidden profits which have for so long lain dormant. ●

**Bob Bowers is managing director of
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Technical developments within the amusement industry have greatly increased the product offer

PROFIT



HITTING THE JACKPOT

Glynn Mellor reports on the changing face of the amusements industry

Accelerated development in the world of electronics, and changes in facility design and marketing strategies have revolutionised the face of amusement centres in recent years. Traditionally seen as the poor brother of the leisure industry, amusements have finally shaken off their unfavourable image, and revealed themselves to be attractive profit centres for a wider pool of operators.

Innovators in the amusements field have had to take into account changing demographics and the variety of product choice now available to consumers. Alternative home-based entertainments have become increasingly sophisticated and the industry has been challenged to produce games which have sufficient levels of interest and excitement to tempt increasingly discerning consumers to spend their leisure pounds outside the home environment.

Even the long established amusement businesses have had to change to pro-

vide the facilities and levels of entertainment demanded by the new breed of consumers who now have alternative facilities on their doorstep.

The roots of the amusement centre industry are undoubtedly based on the coastal resorts around the United Kingdom. For many generations fun-seeking families and individuals have sought out the entertainment package on offer at the seaside: from fairground rides, to bars and restaurants offering the widest possible variety of food and liquid refreshment, to theatre, children's play facilities and, of course, the amusement centre, where quite often the whole package can be found under one roof. In fact, its overall description could fit that of the latest Family Entertainment Centres (FECs); perhaps not such a new idea after all.

Most of the coastal operators are seeking to provide a package of entertainment which will meet the needs of visiting consumers, who are seeking a value-for-money, few hours of escapist entertain-

ment. This package will quite often differ between centres within a single resort, as the operator seeks to provide for the market available.

Centres may offer a large variety of mixed amusements with prizes (AWPs), and coin redemption machines which are targeted at the older market. Other sites will cater very much for the family, where a greater emphasis may be placed upon the fun games, like the traditional crane grabbers, which offer the opportunity to win a prize. All amusement centres will, of course, have a mix of other products but will vary the sales mix according to the demand of the consumer.

Operators have increasingly realised this need to identify particular markets and provide the right mix of machines for their customers. First Leisure's amusement centres in Blackpool, for instance, are aimed quite specifically at different age ranges and social groups. North Pier offers an adult-based mix of equipment, with a strong emphasis on AWPs. Central

Operators have increasingly realised the need to identify particular markets and provide the right mix of machines for their customers

Pier is designed to appeal to the teenage market and game enthusiasts, providing a wide range of state-of-the-art video games and amusements. South Pier contains a heavy proportion of redemption type machines and family games.

Standards of service and facilities in amusement centres throughout the country have been improved almost beyond recognition. Quality catering, which is in many cases branded, is now commonplace. Standards of decor and lighting are now matching the best retail standards. Products such as Bowlingo (mini bowling), multi-seater simulators and kids play areas are now a common feature, and the more traditional type games such as bingo and Kentucky Derby are now offering prizes of a higher quality and value for money.

The old and very unfair image of the unsavoury amusement centre is being buried once and for all. A visit to the coast will, for those who have not recently experienced it, offer an opportunity to experience change in action.

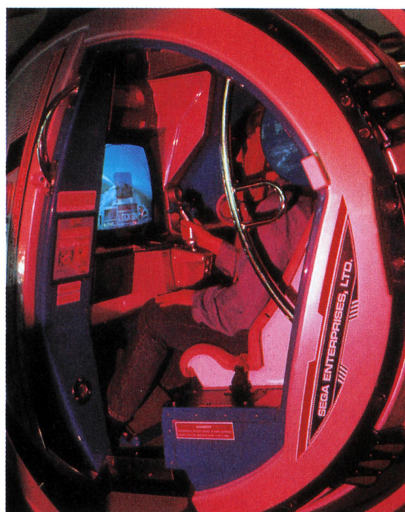
The growth of inland amusement facilities has been very evident over the past five years and will probably continue to provide the largest area of change in the UK and probably Europe. The annual turnover of amusement machines in the UK now hovers around the £11bn mark.

The key factor to the success and continuation of the inland changes in the industry can be related to the long-term success which has been enjoyed by the coastal centres, where operators have concentrated on the provision of a complete leisure package.

The success that has been experienced by companies such as First Leisure Corporation, Bass Leisure, Family Leisure, Sega, Kunick and Namco, to name just a few, has largely been based on offering the consumer the opportunity to experience a quality amusement facility as part of an overall leisure experience.

In all of the above companies, emphasis has been placed not only on the ideal mix of amusement machines within the centre, but in providing an exciting range of leisure activities as well. In many cases, particularly with First Leisure, the amusement facility is only ancillary to the other mainstream products on offer and is designed to provide alternative entertainment and, of course, added value revenue opportunity.

In all cases, a great deal of design expertise has been used to create an



Teenagers, families and older people are looking for different kinds of amusements, so operators need to target specific needs

atmosphere which enhances the products on offer. The latest amusement machines are a world apart from those which were available only a few years ago. Operators have identified the need to bring them out of dimly lit environments, into brighter, more colourful areas.

The large stand alone amusement centres offered by companies such as Namco, Sega and Family Leisure do, at this stage of their development, have the added advantage of being located in areas of very high traffic flow. They are either located in Central London, gaining the advantage of being an integral part of a larger experience, or in out of town malls such as the excellent Namco Won-

- BACTA is the trade association representing the British amusement industry. Membership stands at over 1,250, making up 80 per cent of the sector. Details: +44 (0)171 713 7144

- Legislation which came into force in October 1995 now allows arcade and pub machines to pay out £4 in cash and £8 in tokens. The maximum permitted price of play will increase to 25p per game.

- 210,000 fruit machines (AWPs) are in operation in Britain. Forty per cent are sited in public houses, 18 per cent in inland amusement centres, 15 per cent in seaside arcades and 15 per cent in bingo halls

derpark in Meadowhall. This centre enjoys a very large footfall of leisure shoppers and cinema-goers as its feeder, making it once again an integral part of a larger leisure experience.

It remains to be seen if true stand alone centres will appear and become a part of the UK leisure scene as they have in Japan. Very few have appeared to date, the closest being Kunick Leisure's Centre Four in Leeds, which offers a wide range of activities extending beyond that which one would normally be referred to as an amusement centre.

The future of the industry will also undoubtedly be influenced by decisions made by the government. Changes in legislation in all areas from planning to taxation play their part in ensuring that the industry remains in a state of flux. The latest round of tax changes, with the introduction of Amusement Machine Licence Duty, will undoubtedly alter the material appearance of many amusement centres as some categories of machine become financially unviable.

Perhaps one of the most significant decisions taken by the government in many years has been the introduction of the National Lottery and more significantly the Instants Scratch Card. It is perhaps too early to give any definitive observations on the effect this will have on the leisure industry, and the amusement sector in particular, but you can be certain that the innovators will be pulling out all the stops to overcome yet another hurdle.

One area where government influence may help the industry to change in a positive manner would be a speedy passage through Parliament of the Gaming Deregulation Bill which, among other things, will hopefully see the introduction of a new category of machine allowing a £10 cash pay out, a small but hopefully significant move in the right direction.

The one certain fact is that the amusement industry will continue to come up with new ideas and promote exciting developments and technical innovations. Amusement centres around the country will rise to meet future challenges, aim to feed the demands of an increasingly sophisticated consumer, and work to remain in their rightful position as significant profit centres in the leisure industry.●

Glynn Mellor is amusements director at First Leisure Corporation and vice chair for BACTA division one

Design expertise has been used to create an atmosphere which enhances the products on offer. They have been brought out of dimly lit environments into brighter, colourful areas



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OFFERS OF PAPERS

Offers of papers together with a 100 word abstract should be sent by September 30th 1995 to Margaret Leighfield, WLRA CONGRESS, 91 Victoria Road, Oxford OX2 7QG, UK. Tel: +44 (0)1865 59055 Fax: +44 (0)1865 311887 E-mail: margaret.leighfield@rmplc.co.uk

HIGHER DEGREES OF PLEASURE

The Graduate Student Conference will be held from 13-15 July 1996. It is designed to be highly participatory in order to facilitate the creative process and idea exchange with plenary sessions on progressing a research degree and new theoretical and methodological approaches. Further details can be obtained from the Conference Secretariat 'Higher Degrees of Pleasure', School of Leisure and Tourism, Cardiff Institute, Colchester Avenue Centre, Cardiff CF3 7XR, UK. Fax: 44-1222-465057. E-mail mselby@cihe.ac.uk

OFFICIAL PUBLICATION

LEISURE
management

MYSTERY SHOPPER

CADBURY WORLD

Liz Hall enjoyed a magical day out at the professional and friendly chocolate factory

When Willy Wonka opened up his chocolate factory, he promised the five invited children a "magical day witnessing the miraculous creation of the most sensational, scrumptious, irresistible eatables in the world".

Cadbury's has an enormous chocolate factory too but, unlike Willy Wonka, has been undeterred by fears of spies stealing recipes; there are nearly 500,000 admissions annually to the Bourneville site.

As we had not won any Golden Tickets we had to buy a family ticket for two adults and three children costing £16.85. Individually, adults pay £4.90, children £3.35, and senior citizens £4.25. A family ticket is also available for two adults and two children at £14.00. Under fives go in free of charge. A souvenir brochure is available at reception for £1.45 and is offered in a non-pushy way. The centre is open most days April to October and on certain days only for the rest of the year.

Cadbury World was built at a cost of £5.9m and was opened in 1991. It occupies the partly redeveloped Old East Cocoa Block, together with a new, purpose built building.

The tour is extremely professional and also educational - definitely not just about scoffing as much chocolate as possible, although there was plenty of chocolate to munch as we walked around. A quiz is provided for children to fill in as they move through the tour taking in the history of chocolate from the jungles of South America to a tea dealing shop in Birmingham's Bull Street.

The tour conveniently brings you out into the shop. Unfortunately by then we all felt a little sick of the sight and smell of chocolate (we seemed to be the exception as most people seemed chocoholics, anxious to buy). The shop occupies a



The tour shows the origins of chocolate and chances to sample

central spot at the entrance hall and could not be faulted as a PR exercise as well as for its range of confectionery, souvenirs, T-shirts and gifts at prices from a few pence upwards. Gift vouchers were available.

We sought some fresh air in the new children's play area (decked out in Cadbury livery). Equipped with picnic benches, refreshment kiosk and a free face painting facility, our spirits and stomachs soon rallied.

The restaurant is located at the front entrance to Cadbury World, adjacent to the shop. Bright, airy and clean, it has some 200 covers. It was open from 10am to 5pm for snacks and 12 noon to 3.30 for lunch. High chairs were provided. Choice was limited and a bit stodgy, but prices were reasonable. Sandwiches cost around £1.50, pizza £2.99, fish and chips and mushy peas £4.65. Boxed kids' meals with Cadbury novelty, were available at £2.99. Chocolate (what else?) torte and cake were available.

Healthy alternatives were dull and included Ryvita cottage cheese for £1.50 and salads from £2.50. Unfortunately the appearance and texture of the food was the only disappointment of the day and criticisms from the children included dried up and cold chicken nuggets and too little in the boxed meal. And our fish

and chips were soggy and unexciting. The total cost with soft drinks was £20.57. Not a fortune but not enjoyable either. Several vending machines around the site provided drinks.

Children's parties looked interesting - 90 minutes of chocolate, games, tea, chocolate and party bags for £6.50 a child, with a tour of Cadbury World £7.95 per head, and a chocolate cake £9.99 extra.

The staff could not have been more helpful and friendly - this was as true of the catering staff as of the reception, tour and security staff.

So did we witness miraculous creations? Maybe not...but it was a jolly good day out and we did feel as if we had seen and done a lot. We stayed about three and a half hours and spent a total of £40 including the entrance fee, lunch and a couple of chocolate bars from the shop. We felt it was value for money, well organised and professional, and it is not difficult to see why Cadbury World has been so successful..

Liz Hall is research manager at Greene Belfield-Smith, the Leisure and Tourism Consultancy Division of Touche Ross +44 (0)171 936 3000

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IAAPA party

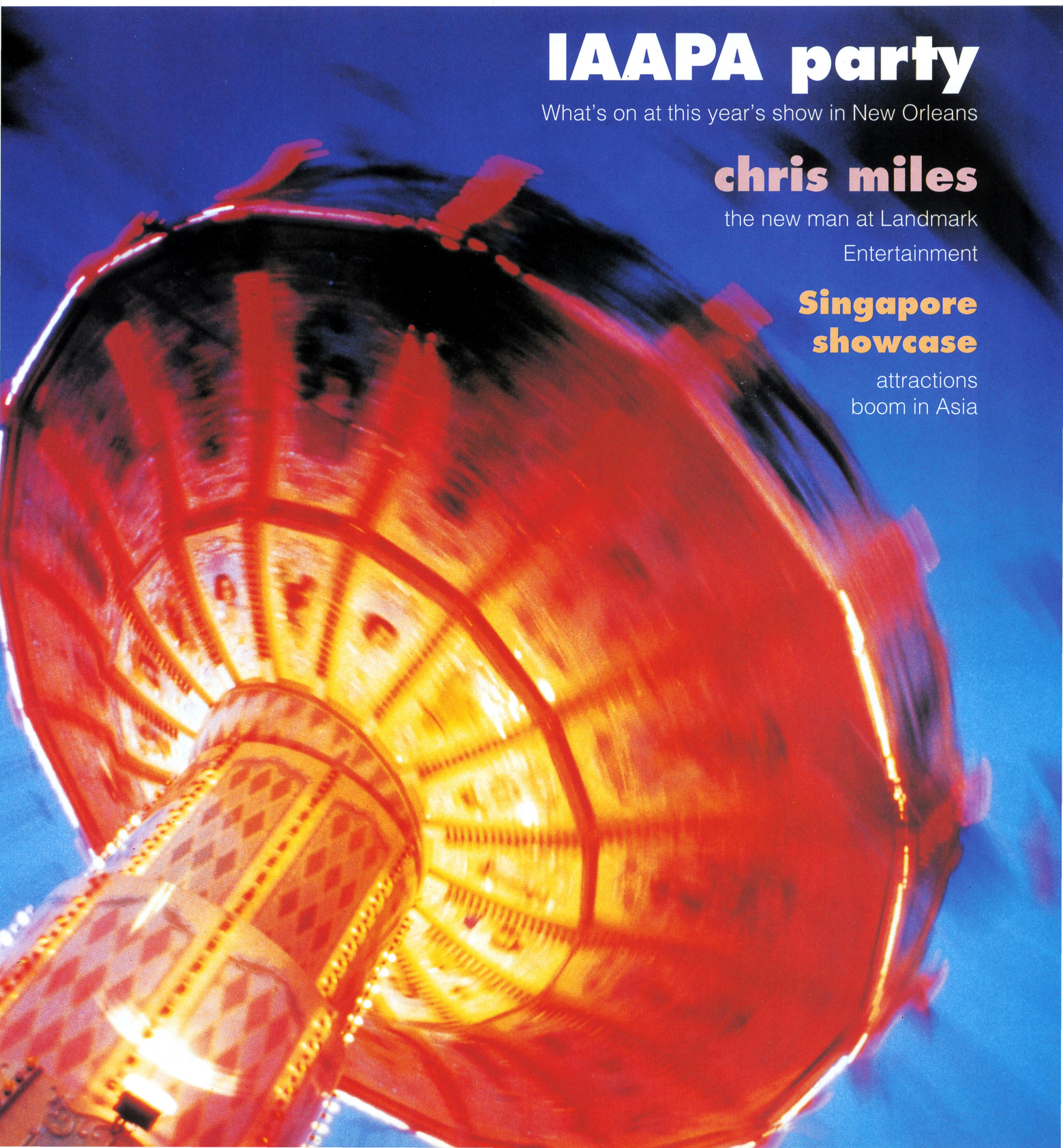
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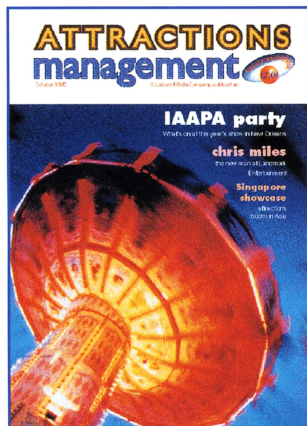
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october contents



on the cover Attractions Management International previews the IAAPA show
PHOTO: Tony Stone Images

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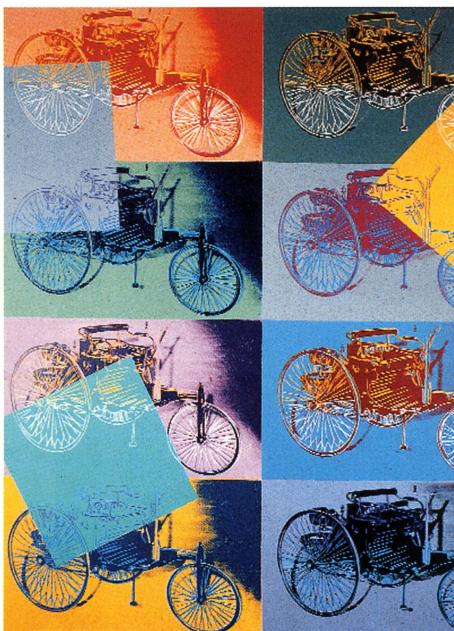
news

A leisure and entertainment complex is underway in the Philippines, while the Scots are to have a new heritage museum. Michael Herbert analyses the reasons for the Tivoli theme park's first financial loss in its 152-year-old lifetime

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interview

Chris Miles, Landmark Entertainment Group's new vice president of design and planning for theme parks and attractions, talks to Juliana Gilling about his current projects and industry trends



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olympic gold

Lausanne's Olympic Museum has won the European Museum of the Year Award. Terry Stevens finds out why the Swiss facility stood out from other entrants

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good attendances

Churches and cathedrals fared well with increased attendances according to the annual English Heritage Monito, although historic properties generally suffered a decline in visitor numbers last year. Max Hanna interprets the results of the survey

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easterly direction

The fourth Asia Pacific Theme Parks & Attractions Funvention was held in Singapore in August. Juliana Gilling was there to hear news of this booming market

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good ideas

Part 2 of a review of international themed attractions

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switched on

Eric Schwartzman reports on how attractions are using special effects to enhance the visitor experience

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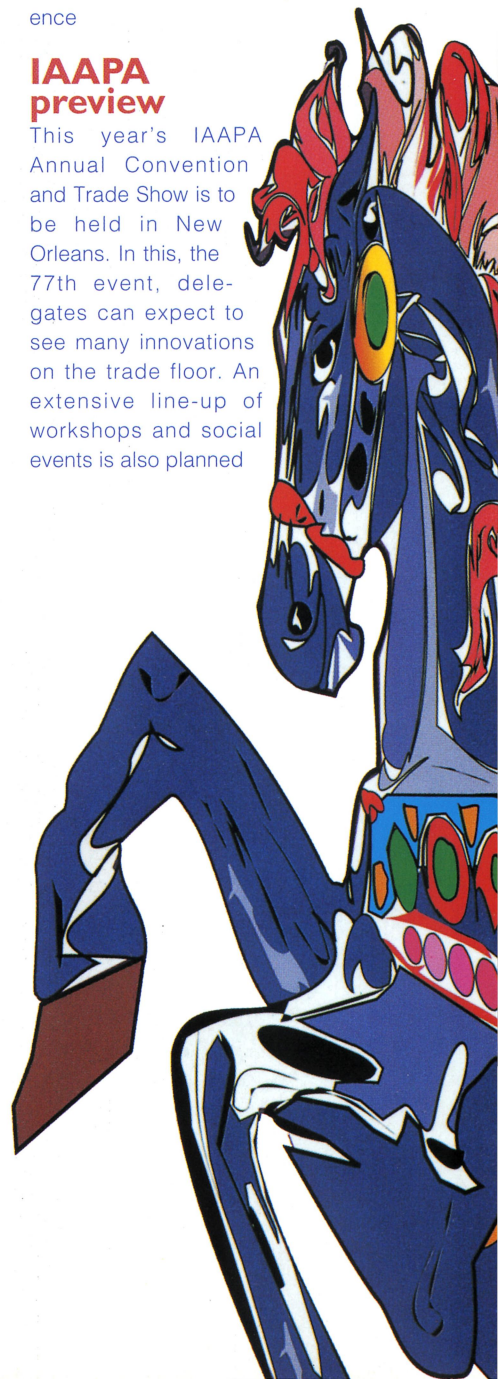
IAAPA preview

This year's IAAPA Annual Convention and Trade Show is to be held in New Orleans. In this, the 77th event, delegates can expect to see many innovations on the trade floor. An extensive line-up of workshops and social events is also planned

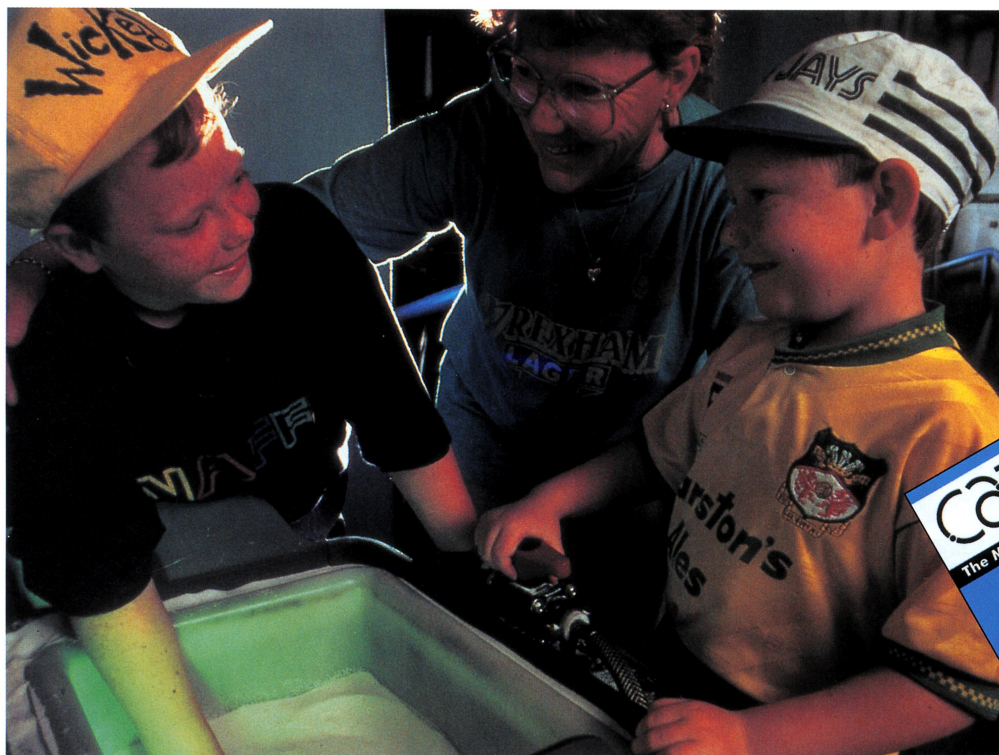
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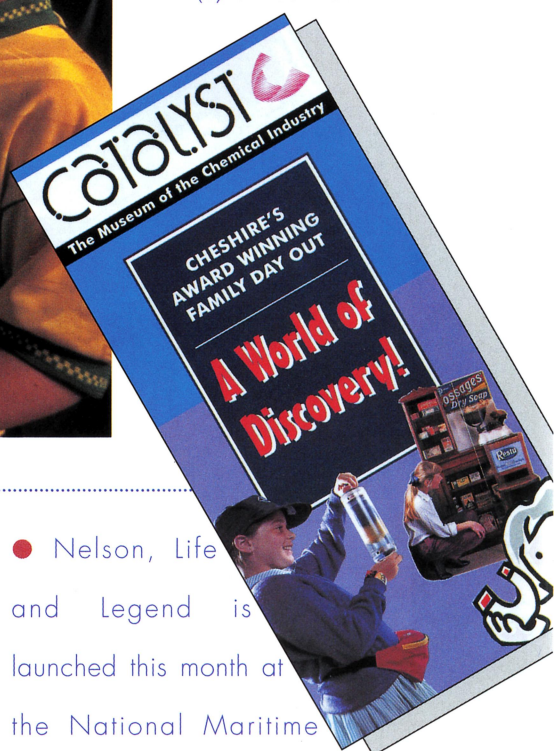


october news



Catalyst, the museum which aims to make science fun has new initiatives in store

● Three initiatives are planned in the near future for Catalyst, the Museum of the Chemical Industry in Widnes. An education centre and an exhibition Birth of an Industry will open this month and another, Chemicals for Life opens next March. Details: +44 (0)151 420 1121



Scots to get heritage museum

A £61.5m museum for Scottish heritage is set to open in 1998.

The Museum of Scotland will house a 12,000 exhibit collection representing Scotland's heritage, including a 338 million-year-old Westlothiana fossil and Scotland's oldest locomotive.

Plans for such a venture have been discussed since the 1950s, but have been abandoned due to funding; now the finances are almost in place. The Scottish Office has pledged £30m and the National Museums of Scotland a further £17m. The National Heritage Memorial Fund (NHMF) is putting forward £7.25m.

Lord Rothschild, NHMF chair says: "this is a magnificent new home for Scotland's principal

national heritage collection. We are delighted to be in a position to provide support for this project."

The museum is being

designed by Prof Gordon Benson and Alan Forsyth. A computer system will act as a guide. Details: +44 (0)131 225 7534

BARROW-IN-FURNESS REVAMP

The second phase of the redevelopment of the Dock Museum at Barrow-in-Furness is underway and scheduled to open next March.

Attractability has been awarded the contract and has designed an interactive audio-visual display to illustrate the economic, social and political history of Barrow's community, including the relationship with the ship-building and submarine industries.

This is part of a £3m scheme to revitalise Barrow's dockside area and to bring more visitors to the Dock Museum. Barrow Borough Council's arts and museums manager, Sue Jenkins says: "with the development of phase two we confidently expect to increase the appeal of this unique site."

The exhibition will incorporate video and slide projections with sound effects, special lighting and blasts of hot and cold air to recreate the heat of the steel-works. Details: +44 (0)113 233 0002

● Nelson, Life and Legend is launched this month at the National Maritime Museum. The exhibition tells the story of the admiral's life and includes more than 600 artifacts.

Details: +44 (0)181 858 4422

THEME PARK TYPHOON

Hong Kong theme park, Ocean Park was recently the victim of a typhoon.

The main damage was to the electricity supply. An emergency electric cable and generator had to be brought in to power the rides.

"The park is now back in full working order, none of the rides suffered any damage," says Florence Chang, Ocean Park's communications manager. Details: +8522 873 8888



● London's Design Museum is opening an exhibition this month devoted to UK fashion designer, Paul Smith. Paul Smith True Brit tells the story of how with no formal tuition he has become one of the UK's top menswear designers, and reflects his approach to design. Videos of his fashion shows are displayed, along with personal notebooks and a conveyor belt takes a light-hearted look at the Paul Smith enterprise. Details: +44 (0)171 403 6933



● The London Transport Museum is organising some events to keep children amused during half term. There will be face painting, a workshop for children to create transport of the future and the opportunity to 'meet' Isambard Kingdom Brunel. Details: +44 (0)171 836 4118

● A scheme is underway to regenerate a former dockland site in Lisbon for the 1998 Expo. Building Design Partnership (BDP) has been appointed to design the 30,000sq m area. "It will include a multiplex cinema with at least six screens, a food court element and a Sega centre," says BDP architect Dan Smyth. Details: +44 (0)171 631 4733

● The Bird House at Cincinnati Zoo is being renovated with a multi-media exhibition. There will be three interpretive themes: birds and their habitats, flight, and conservation. There will also be a walk-through tropical area. Rouse Wyatt Associates has completed the conceptual design. Details: +1 513 381 0055

● Funtricity, Six Flag's latest 10 acre family entertainment complex has installed a Doron SRV simulator. Space Shuttle America is the film on show, housed in a 20,000sq ft themed building with strobe lighting. Details: +1 607 723 9226

● Sarnar International has now completed the £5m visitor attraction, Volcanoland in Sentosa, Singapore. The high-tech experience takes visitors into the middle of a volcano and guides them through the Earth and the origins of man. Details: +44 (0)181 743 1288

● Sioux City Western Theme Park in the Canary Islands is undergoing an upgrade. Fred Nyikos, president of the park wants to increase the visitor's length of stay by offering more live entertainment. The Totally Fun Company has been contracted in to perform five new shows which feature special effects and magic. Details: +1 813 446 8811

● MET Studios is producing the graphics for 18 galleries at Taiwan's National Museum of Science and Technology. Due to open next February, the exhibition covers a number of themes including clothing and textiles. The company will also be designing a major Health Education Exhibition and Resources Centre in Hong Kong, which aims to inform and enthuse people about health. Details: +44 (0)171 729 4949

october news



● A photographic exhibition will open at The Natural History Museum at the end of the month. The 152 photographs on show are the winning and highly commended pictures from the 1995 British Gas Wildlife Photographer of the Year Competition organised by the BBC Wildlife Magazine and the Natural History Museum. Lion pride on the track (above) was captured by Gabriela Staebler. Details: +44 (0)171 938 9123

High-tech Filipino attraction

A sophisticated retail and entertainment park is underway in a suburban district of Manila, the Philippines.

Ecocentrum comprises a variety of retail outlets, convenience stores and restaurants. There are four themed areas based on the Philippines, Asia, Spain and the US, each reflecting the distinctive characters of the areas.

Eric Crotty of designer, CT Hsu says: "the project takes the idea of a town centre and incorporates it into an entertainment area. It will serve the tourist market, and become a day to day shopping area for residents."

The Philippines area has architecture, entertainment and food which reflects the culture, including a national aquarium, a flume ride and a motion simulator which tells the story of an erupting volcano.

The Asian village has a cultural museum and an

outdoor theatre, shopping and restaurants. Designer boutiques, a large format theatre and an underground dark ride make up the Spanish area and the US part has a hotel and conference centre, a multiplex, simulator and a dark ride. Details: +1 407 423 0098

CHINESE PROSPECTS

Singapore-based property company, Golden Horse Overseas, Estate Services is seeking investors to help set up the largest indoor theme park in China.

Golden Horse already has a number of leisure interests in China and has its sights set on building a park in Wuxi province.

The company believes that a contemporary indoor theme park will find a niche in the midst of Wuxi's historic places of interest. A rough estimate of the annual net operating profit is set at US\$22m. Details: +65 538 8368

Comment

News released in Copenhagen in August, that Tivoli Gardens would probably announce a loss at the end of the season for the first time in its history has not only shocked many Danes, but raised eyebrows in amusement park business circles.

Tivoli shares are quoted on the Copenhagen Bourse and although effectively controlled by the owners of Carlsberg-Tuborg Breweries, have fallen nearly 25 per cent since the beginning of the year.

A number of reasons for the disappointing results have been put forward by the company's managing director of nineteen years, Niels-Jorgen Kaiser. For example, poor weather at the beginning of the season, followed by an exceptionally hot and dry summer and competition from pop concerts, water parks and other such attractions. The fall in value of the Swedish Krona against the Danish currency has had a marked effect on visitor attendances from Sweden on short breaks. Kaiser is adamant that the apparent revival of Disneyland Paris has had no significant effect on Tivoli's trading. However, it is interesting to note from the company's 1994 results, that a downward trend was already apparent.

Kaiser has been strongly associated with a policy of presenting internationally distinguished artists from the worlds of serious music and contemporary ballet, none of which are cheap and unlike the Danish National Theatre and Opera House, Tivoli is not subsidised by taxpayers.

Tivoli Gardens, situated in the centre of Copenhagen, is arguably the best located site of its kind in the world. It is difficult to believe that this much admired institution faces steady decline, but the examples of the once famous Prater in Vienna and London's Vauxhall Gardens on which Tivoli was originally partly modelled, suggest that, after Kaiser's retirement in 1997, his successor may have to make substantial changes. ●

Michael Herbert CBE is the former chief executive of The Tussauds Group

tile news

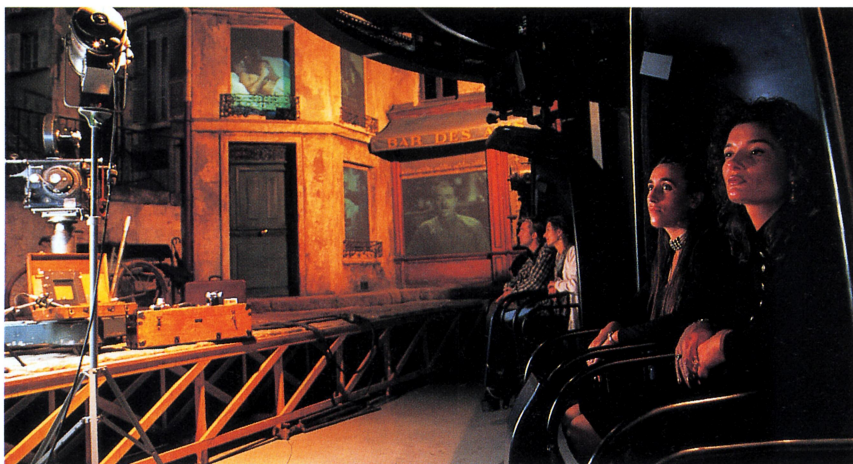


Dynamax wins Asian deal

Simulation attraction manufacturer, Dynamax has beaten a number of large companies into securing the deal to build a themed simulation attraction in a prestigious Hong Kong shopping mall. 'Another Dimension' is

themed on a Jules Verne story about space/time travel. A pre-show outlines the story before visitors move into a 25-seater air-actuated motion simulator, where the story is told in a 3D film. Dynamax director, Bernard Szajner

says: "this is the first time that a fully themed turnkey installation has been on the market at a price that smaller parks can afford. It is the only simulation attraction on the market which uses 3D images." Details: +33 1 49 72 9841



Film making leaping ahead at Futuroscope

The French technology park, Futuroscope has a number of new attractions scheduled for 1996.

A pavilion, Images Studio, will open in May which tells the history of cinema. Visitors sit in three-seater vehicles and travel among the 2,600sq m scenery, themed as cinema sets. A circorama film about

the European Trimaran Race will open, and an interactive film is being produced. A high resolution 70mm film about the Poitou-Charentes region is being developed and a new sound show theatre, equipped with digital surround sound and special effects will open. Details: +33 1 43 22 07 92

● Andrich International, organiser of Trends and Technology in Leisure and Entertainment exhibition (TiLE) has issued a call for papers for the 1996 conference. The committee is keen for more papers covering eco-leisure, cultural facilities, museums, science centres, cinemas/multiplexes, themed retail and restaurants, casinos, special events, water and night parks, exhibition and promotional attractions. The committee has also drawn up an extensive list of topics for papers. Details: +44 (0)1985 846181

● Virtuality Group has announced that turnover is up by more than 50 per cent during the first six months to 30 June. The pre-tax loss was reduced to £583,000, compared to £695,000 for the same period last year. Details: +44 (0)116 233 7000

● Imax Corporation has acquired Imagery Rentals and entered into a five-year consulting agreement with the company's founders, Barbara and Martin Mueller in order to break into the Hollywood films market. The first project will be to develop a lighter camera to make the IMAX format appealing to mainstream Hollywood talent and encourage the use of Imax technology as a distribution channel for films. Details: +1 416 960 8509



chris miles

The new vice president of design and planning for theme parks and attractions at the Landmark Entertainment Group, talks to Juliana Gilling

After a 23 hour flight, most people would head straight for the nearest bed. Not Chris Miles. Having travelled from the US to Singapore for this year's Asia Pacific Theme Parks & Attractions Funvention, he was ready for a full day on the trade floor and interludes in the conference hall.

During the remaining days of the show, Miles could be found speaking on behalf of Richard Lyon, director of the Themed Entertainment Association, stepping into the shoes of Landmark Entertainment Group's chief executive officer, Gary Goddard, and chairing the last day of the conference, replacing Graham Kwan of Attractions International at the eleventh hour. Tasks he carried out effortlessly, demonstrating the staying power and talent of a man who has spent 30 years in the leisure industry.

Throughout his professional career, which started with an edu-

cation in architecture and planning at Oxford, Miles has contributed to the design and planning of more than 60 theme, marine, water and zoological parks. After a leisure design career in Europe during the 70s, Miles switched his attention to the US where he has been involved in work for such high-profile attractions as Universal Studios and Sea World of Florida, as well as projects in France, Italy, Saudi Arabia, Turkey, Japan and the UK, to name just a few. Able to speak six languages fluently, Miles has a distinct advantage when it comes to international work.

Until recently a principal at Orlando-based leisure consultancy, CT Hsu International, he was responsible for the master plan influencing the major expansion of the Gardaland theme park in northern Italy, the development of the Baiyangdian Marine Park in China, the design of the Silver Baron's Rig at the Silver Legacy



"Years ago I was virtually thrown out of an architectural conference for daring to suggest the use of themeing. Then it was considered old-fashioned pastiche, but today everybody wants to jump on the themeing bandwagon"

casino in Reno, Nevada, and the Ecocentrum leisure, retail and waterpark project in Manila, Philippines. But ever ready to tackle new ventures, Miles is now relishing his new role as vice president of design and planning for theme parks and attractions at Landmark Entertainment Group's headquarters in north Hollywood, California.

"Why move? Simply because Landmark is the largest single entertainment firm in the world," says Miles. "It's involved with 31 projects at any one time and, in California, we're at the nerve centre of the entertainment market. I thoroughly enjoy being in the company of a very diverse group of people, although it's sometimes difficult to control the ideas and talent."

Giving an insight into the range of projects undertaken by the firm, Miles mentions a major casino and oceanarium project designed for Sun International in South Africa. Design and planning work has also been carried out for the Caesar's Palace resort and casino complex in Las Vegas, where Greek and Roman architecture abounds and where the Forum Shopping Mall is said to achieve the highest gross profits per square metre than any retail centre in the world. New projects include the creation of a series of space age entertainment products, similar to the Star Quest attraction seen in Expo Taejon, for Paramount. A prototype entertainment centre is being developed for UK-based Bass Leisure, and the Landmark Entertainment Group is working on a resort and leisure complex in Morocco.

A common denominator in all Landmark Entertainment Group projects is themeing, an issue close to Miles' heart. "Years ago I was virtually thrown out of an architectural conference for daring to suggest the use of themeing. Then, it was considered old-fashioned pastiche, but today everybody wants to jump on the themeing bandwagon. We are noticing that lots of facilities are considering it as a way of enhancing their facilities and the visitor experience as a whole. Traditional leisure sites look too familiar and people are tired of commonplace architecture, they want to live in a fantasy instead."

Miles is keen to emphasise the potential themeing holds for smaller parks and attractions. "Disney, Universal Studios and Warner Bros may spend vast amounts on their parks, but you don't have to in order to carry themeing off," he says. "Parks are now considering themeing as a way of continually changing and renewing themselves, creating an entire day out for visitors and encouraging repeat business. To do that, you have to learn about themeing and technology and what elements will make visitors enjoy the experience."

He has some words of advice for leisure operators planning to select and implement a theme. "Be in no doubt, themeing is going to cost you, but executed well, it will be really worthwhile. Put the maximum amount of investment into developing a storyline, so that you can generate a memorable experience and produce merchandise to match. There is no end to what can be achieved because themeing can be as open and broad as the designer wants, but it can be overdone and, in some instances, themes can clash. Finally, remember that in small destination parks, the themeing will have to change because people get bored quickly, so incorporate that eventuality into future plans."

Planning and design, Miles feels, have never been more

important, especially with the present fluidity of the market. Traditionally standalone sectors such as leisure and retail, or entertainment and casinos are merging with increasing speed. "In the old days, casinos were where you gambled your money, but Las Vegas and Reno are now regarded as entertainment resorts. The Luxor hotel, for example, has installed a major motion simulator attraction which features a convergence of technology, scientific effects and audio-visual techniques. The transformation of these casinos is proving a major stimulus to Nevada's tourism industry, and it recently overtook Orlando in providing the largest number of bed spaces."

But he sounds a note of caution for would-be entrepreneurs in the leisure market. "You have to plan carefully the nature of the baby you are creating," he says. "Today it is easy to jump in too quickly, like people running a sandwich bar, who are confident they can become successful restaurateurs. Today's leisure giants build sequentially and go sensibly from project to project. Remember also that designers and planners can only do so much, an operation won't work if it's not managed, operated and marketed well."

He sees several key trends emerging in the future. "Unlike some of the speakers here in Singapore, I don't think the days of the theme park are ending. There is growth of the smaller theme park, with the current trend for downsizing. We will see the inclusion of more dark rides and social responsibilities addressed through education and science. There are also new sources of income emerging within theme parks and attractions. Merchandising and food and beverage sales in the US now account for as much as 50 per cent per cap.

"I see the urban entertainment complex product having the potential to spread to major cities throughout the US, Europe and Asia. The retail industry will branch out into themeing as an essential part of selling merchandise, because people are rejecting glass and steel interiors in favour of colourful and lively environments. We will see family entertainment centres in shopping malls and new types of covered shopping experiences.

"What, I wonder, will be the shape of retail and shopping in the future? Will it have constant changes in sets, decor and product mix to create new experiences for customers. Will there be a coming together of markets as leisure facilities devote their energies to merchandising?

"Also, more and more casinos will be transformed into resorts featuring major entertainment experiences both outside and inside. Similarly, hotels will be linked with specific themes, and attractions such as casinos, waterparks, dark rides, virtual reality and motion simulators."

One thing is certain in an uncertain future - Chris Miles's design and planning skills will be called upon to determine the direction of quite a few of these new leisure developments. Having tried to track him down after the Singapore conference, only to be told that he was either in Kuala Lumpur or Europe, I doubt it will be long before Miles doubles the million frequent flyer air miles he has already clocked up in pursuit of new challenges. ●

Juliana Gilling is assistant editor of Attractions Management International



OLYMPIC GOLD

Lausanne's Olympic Museum has won the European Museum of the Year Award.

Terry Stevens finds out why



The Andy Warhol exhibition at the Olympic museum and at Lausanne's Hermitage Museum is an example of the collaboration

On 23 June 1993 the Olympic Museum was opened in the Swiss city of Lausanne by Adolf Ogi, the then president of the Swiss Confederation (*Leisure Opportunities* July 1993, p36). Two years later, on 10 June at Engsö Castle in Sweden, the president of the International Olympic Committee (IOC) received the Henry Moore sculpture on behalf of the Olympic Museum as the winner of the European Museum of the Year.

For President Juan Antonio Samaranch the opening of the Olympic Museum represented the realisation of a personal and corporate goal to give access and popular expression to the objectives of the Olympic movement. The development of the Museum in Lausanne, now officially the Olympic Capital, further cemented the long-standing relationship between the IOC and the city (LM December 1990, p36). The £40m project is an expression of immense symbolism and has resulted in very real economic impact for the city.

Since its opening two years ago it has attracted almost 300,000 people. The museum is now the ninth most visited attraction in Switzerland. The city and the region has received a boost in its overseas market profile and a direct economic impact from museum visitation - a fact readily acknowledged by Claude Petitpierre, director of the Lausanne Tourist Office who sees the museum as a mechanism to further develop Lausanne's profile as a conference venue. Yvette Jaggi, Mayoress of Lausanne, further recognises the opportunity for the museum to provide the lead in bringing together a range of city attractions and venues through temporary exhibits, based on themes from the museum.

The accolade of European Museum of the Year is, therefore, well deserved. The competition attracted 45 entries from 15 countries and resulted in certificates of merit being awarded to nine other museums including the City Art Gallery in Southampton, the City Museum in Helsinki and the Musée Morandi in Bologna. The award citation reflects a range of criteria which usefully constitutes a working definition for a post-modernist museum - a vision which the Olympic Museum aspires and fulfils.

The museum has set new standards in the design of the visitor experience, reflecting its classical traditions. These were epitomised in the relationship between sport, art and culture omnipresent in the early Greek Olympics and res-

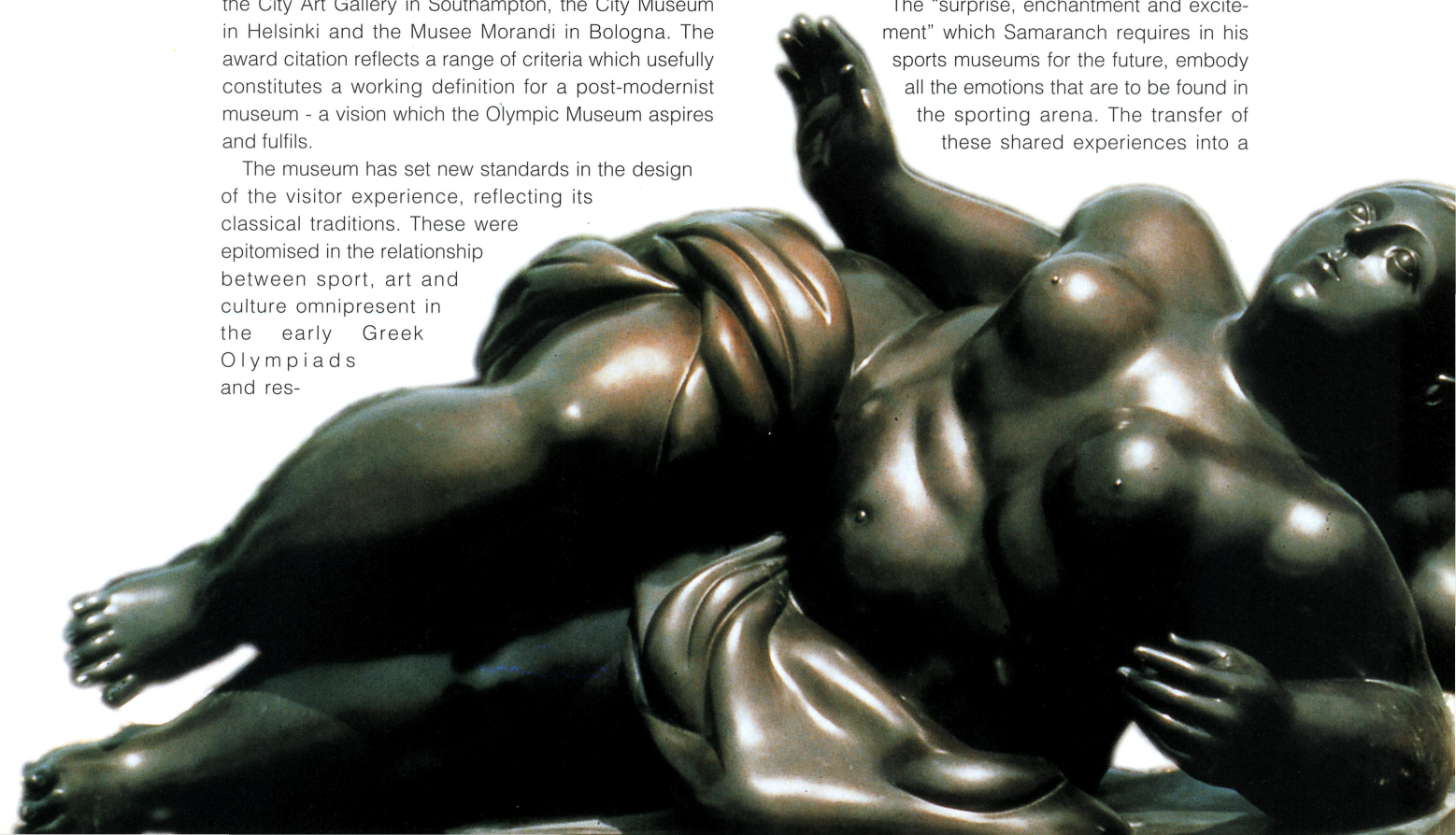
urrected in the revival of the Olympic movement inaugurated by Baron Pierre de Coubertin. His wish to make sport an active element of civilisation was articulated in his accompanying note to the Official Report on the VII Olympiad in Paris in 1924.

This philosophy is fervently continued by the IOC, especially its current president Samaranch who believes Olympism to be "the Sum of sports and culture" (LM June 1992, p24). Cultural events now form an essential preface in the years leading to the winter and summer sporting events. For Samaranch this triumvirate relationship between sport, arts and culture has been enacted through the Olympic Museum.

Samaranch has long regarded the potential for sports museums to be the vehicle for the integration of sport with culture. In terms of an Olympic Museum, he has also seen its development as an opportunity to dispel some of the myths and misconceptions about the Olympic movement. Significantly, of course, in advocating the role of the sports museum, Samaranch is drawing upon a concept rooted in the classical traditions of the 'Muse'.

Writing in the 1991 issue (No 2) of the UNESCO publication *Museum*, Samaranch sets out his vision of the sports museum of the future. It needs, he says, to step beyond the sport, its rules and particular athletic achievements, into other dimensions. Museums need to "abandon their static traditional image...to dust off the word 'museum'...and to encourage discovery, self-chosen programmes for the visitor...and to create excitement, stimulate new interests and understanding". He goes on to refer to the visitor as the 'explorer'. The art of museology, he suggests, "is the combination of the playful with the dissemination of information; the visitor will not simply be satisfied with gratuitous amusement".

The "surprise, enchantment and excitement" which Samaranch requires in his sports museums for the future, embody all the emotions that are to be found in the sporting arena. The transfer of these shared experiences into a





museum presents a real challenge, which may explain why so few sports museums actually exist and why those that do generally fail in the objective.

Ironically, Coubertin, so often the point of referral for Samaranch and his management of the IOC, stated in his inauguration of the re-established Olympic Games at Olympia in 1927: "I have not laboured to restore the Olympic Games to you in order to make them a fitting object for a museum".

Despite this rebuttal, Coubertin would undoubtedly agree that the new Olympic Museum in Lausanne does contribute to wider Olympic objectives and is a fitting way of celebrating the spirit of Olympism. ZHENLIANG He, the chair of the Cultural Council of the IOC recently echoed Coubertin's ideals when he described the museum's conception in a recent article as: "both graceful and majestic, forming a unity with the lake [Lac Lemán] and the magnificent mountains celebrating the marriage of sport and culture".

The Museum and the Olympic Park is announced on the lake shore by a dramatic wall of water and fountains, designed by local landscape architect, José Liardet. Construction on this site began in December 1988, after the city and the IOC had purchased two adjacent properties, totalling 33,000sq m, at Ouchy on the shores of the lake, three years previously. The museum was now no longer a temporary facility, it had moved from its modest location on the Avenue Ruchonnet, its home since 1982, and was on its way to becoming a major scheme.

Today, climbing from the lake shore, either by escalator or walking through the Olympic Park, one is struck immediately by the references in the landscape to the classical period. Coubertin actually dreamed of establishing a new Olympia and had always recognised the 'Mediterranean' feel of the Lake Geneva area. There are hints of Tuscany, of Spain, and of course a strong feeling of Olympia with the statuary; the eight columns replicating the columns of Zeus, the use of marble from the Greek Island of Thasos, and the continuous flame.

Architects Pedro Ramírez Vázquez of Mexico and Jean-Pierre Cahen of Lausanne have successfully integrated the four level building into the landscape allowing the new parkland to be part of the structure and the experience. Quality is the by-word throughout the museum, no more so than in this approach.

Once in the entrance, the visitor is struck by three features. Firstly, the well of light that is created by a vast, self-supporting ramp that provides access to the upper floor and the glass-domed roof. This ramp is a vortex of activity connecting the ground floor exhibits of the ancient fifth century Games, appropriately presented using antiquities from private collections in traditional museum style, with the technology-based exhibitions on the modern Games.

The visitor is also confronted with space. There is space to reflect, to embrace the clean lines of the architecture, to make decisions about where to visit, and space to become orientated to the museum, its atmosphere, and its sheer presence. This entrance hall is the crossroads of the museum where tourists moving from the permanent exhibitions to the shop mingle with academics studying in the subterranean library; where the ancient Games meets the modern Games; and where new technology complements glass case exhibits.

The European Museum of the Year Award (EMYA) judges acknowledged these features in their citation when they stated: "The Olympic Museum has been conceived as an international centre of current activities connected with sport and the Olympic Games, not merely as a temple of history. Past and present are very successfully interwoven".

The architecture of the building successfully meets the multiple

needs of the museum - as a visitor attraction, a repository, a study and resource centre, and a conference venue. This integration of activities is also recognised by the EMYA adjudication panel which acknowledges that "the obvious collaboration between architect and museologist has been exceptionally effective...well designed for visitors and those that work there...this museum is admirably suited to a sensitive site and forms an impressive addition to the Lausanne landscape..." How many museums are there about which you could say they have enhanced a sensitive landscape? The key to this success is that the museum building does not dominate the visitor experience. While it enhances the visit and is a memorable structure, the building does not become the experience.

The third feature to impress the visitor is the low key, yet efficient, nature of the visitor management operation. The reception desk is perhaps too small to handle not necessarily the volume of visitors, but rather the needs of an international clientele. Although multi-lingual staff respond efficiently to this linguistic challenge, the novel ticketing system does require some detailed explanation for those encountering an integrated pass for the first time. These passes, incidentally, use artwork from posters of different Olympic Games as their design and are used to access the exhibition halls, and to select video replays of the historic sporting moments of your choice from the modern Games in a multi-station library of archive film.

The low key nature of the visitor services enhances, rather than diminishes, their impact. For example, there is a quiet efficiency about the museum staff such that the visitor is never, apparently, under constant scrutiny. Visitor facilities are of a high quality; a well stocked shop has merchandise to suit a range of pockets and the restaurant has become a venue for local people.

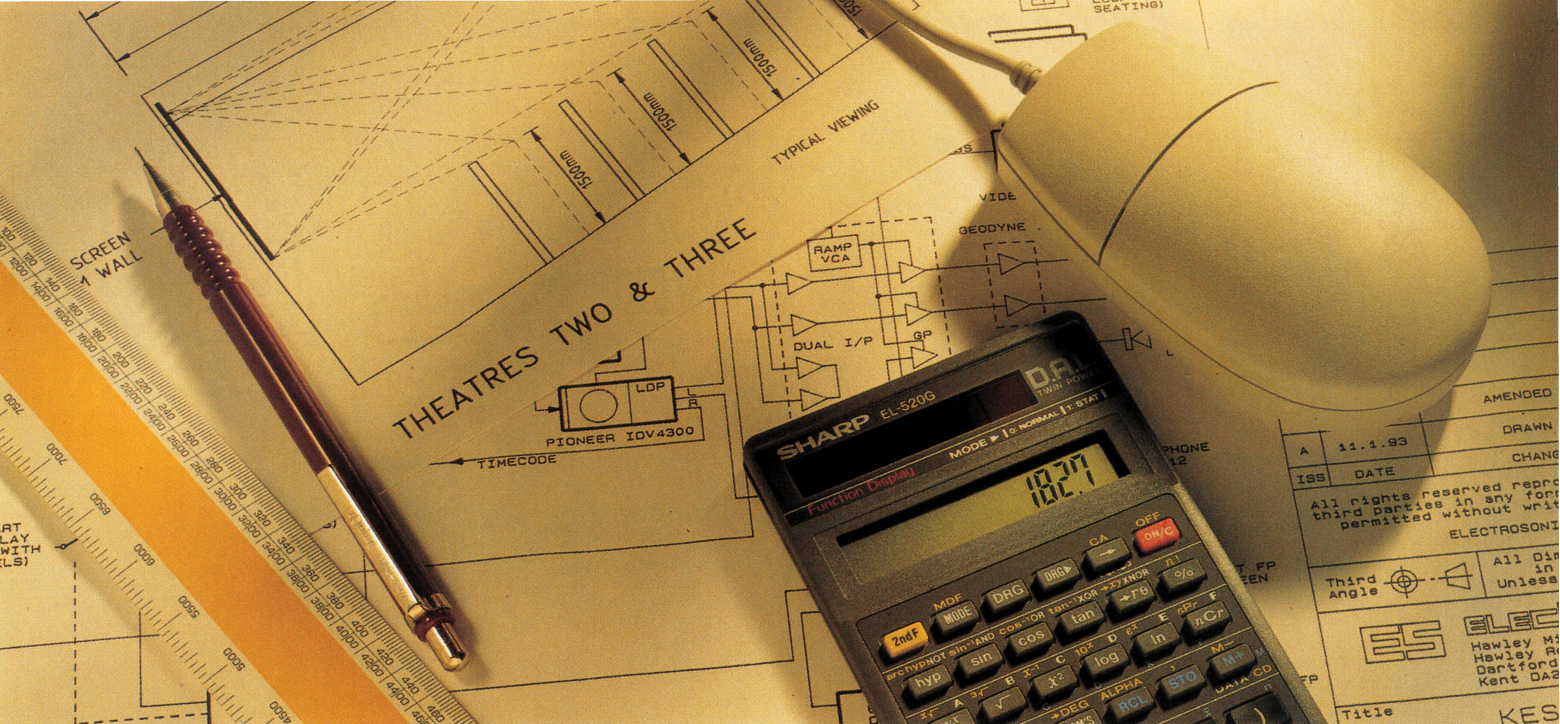
Once again, these features also receive the acclaim of the judging panel, who reported that: "amenities for the visitor are of a remarkably high quality...technical resources have been used with taste, discrimination, and effectiveness...unlike in many contemporary museums, technology is never the dominant partner". This later point is particularly important and was the focus of a recent European Union series of workshops (LM April 1995, p32).

Inevitably it is possible to find criticism of the museum; there is a need to address some of the issues now facing the IOC in a direct manner. For example, the visitor would wish to understand about the IOC's attitudes to and work on drugs in sport. In the words of Jean Dury (the director of the National Sports Museum, France): "it is not enough to tell a nice story".

There could be a broader range of exhibits on the 'world' of sport; at present the exhibits are rather European and North American in their focus. Perhaps more different types of interactive exhibits could be introduced (the present emphasis is upon video-based technology). These are, perhaps, suggestions rather than criticisms. The museum is a dynamic environment. The very nature of the biennial programme of Olympic Games requires that the exhibits are regularly updated.

Samaranch has undoubtedly achieved his objective to establish the benchmark for a new generation of sports museums. In doing so, the IOC has also reinforced its long-standing relationship with the city of Lausanne. The Olympic Museum has translated the rhetoric of the advocates for a new generation of museums into reality. At the same time it has not lost sight of its mission and its responsibility to its host city. This is an intriguing and beguiling attraction. Having made four visits in the past two years I remain fascinated by it - in every respect. ●

Professor Terry Stevens is a consultant



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good attendances

Cathedrals are dominating the heritage market, according to Max Hanna

For the first time, the heritage market has been subdivided into six categories in the annual English Heritage Monitor, published in August by the English Tourist Board.

Cathedrals and greater churches accounted for the largest share with 21 million visits. Privately owned historic houses and monuments attracted 15.2 million visits, in 1994, parish churches 12 million, government properties 9.2 million, National Trust houses seven million, and local authority properties 5.5 million. The total number of visits to historic properties in England in 1994 was 70 million.

Admissions to historic properties fell by 1 per cent between 1993 and 1994. Indoor attractions appear to have suffered relative to outdoor attractions as, for example, garden visits rose by 4 per cent. Within the government sector, however, visits to Historic Royal Palaces rose by 2 per cent and those to English Heritage properties increased by 1 per cent. In contrast, visits fell by 2 per cent to private and National Trust properties.

Visits rose by 4 per cent in London, which would have benefited from the 5 per cent rise in overseas tourists last year. Foreign tourists accounted for 71 per cent of visits to historic properties in London as compared with 38 per cent in England (a much higher proportion than for any other type of attraction).

Revenue from visitors increased by 4 per cent to £202m, and by as much as a quarter at Historic Royal Palaces. Sales receipts at the latter rose by 32 per cent. English Heritage has also improved its retail performance as shop revenue increased by 11 per cent.

St Paul's Cathedral was the most popular historic building in England with 2.6 million visits last year, of which 1.9 million were paid admissions. The Tower of London drew the most paying visitors - up 3 per cent to 2,407,115, with the help of the new Jewel House. Windsor Castle attracted the third highest number of paid admissions, reaching 1,090,668, having introduced a charge for the precincts last year. Canterbury Cathedral (2,250,000 visits) overtook Westminster Abbey (2,200,000), followed by York Minster (2,000,000).

Ten major properties increased their visitors by 20 per cent or more in 1994. Admissions to Athelhampton House and Gardens, Dorset, rose by 55 per cent to 39,500 after the completion of restoration works to the east wing costing £1m, and greater marketing. Bolsover Castle, Derbyshire, (up 39 per cent to 30,059 visits) had more events and a better distribution of leaflets, and

Wenlock Priory (up 33 per cent to 26,951) organised an art exhibition which received a lot of publicity. Mount Grace Priory, Northallerton, unveiled a new herb garden and had a programme of exhibitions. Harewood House, near Leeds, benefited from the popularity of season ticket sales which gave repeat visits. HMS Belfast, London, was one of many properties which gained from the D-Day anniversary promotion. Helmsley Castle held a major event, The Siege of Helmsley, in the summer, and Leicester Guildhall improved marketing and advertising.

The proportion of properties achieving an increase in visits was 46 per cent in 1994, compared with 54 per cent in the previous year. The most commonly mentioned favourable factors were marketing or publicity (34 per cent), more special events (21 per cent), extra attractions or facilities (18 per cent), and longer opening hours (18 per cent). Of less importance were price concessions, an increase in school parties or other groups, and temporary exhibitions. The 46 properties referring to improved marketing included six citing leaflet distribution, four tv or radio publicity, and four press publicity.

The English Heritage Monitor includes the results of a special annual survey of visits to parish churches, and this shows that there was a slight increase of 0.3 per cent in visitors in 1994 as recorded in the visitors' books. The latter also show some very high overseas visitor proportions, as at St Thomas, Salisbury (75 per cent), the Round Church, Cambridge (67 per cent), and St Bartholomew the Great, Smithfield (63 per cent).

Detailed information was given on revenue and the highest figures achieved by any one church were £230,000 for donations, £100,000 for sales of guidebooks and souvenirs, £61,000 for catering, and £355,000 for all sources of revenue. Bath Abbey (which opened the Heritage Vaults in February 1994) would seem to be the most visited parish church in England (350,000 visitors), followed by St Martin-in-the-Fields, London (300,000), and St Mary the Virgin, Oxford (300,000).

Some 2,037 historic properties are regularly open to the public in 1995, including 18 which are open for the first time. The latter include Brodsworth Hall, Doncaster; Alton Castle, Staffordshire; Soho House, Birmingham; Wingfield Manor, Derbyshire; the Galleries of Justice, Nottingham; and Crownhill Fort, Plymouth.

There are also many new facilities at long established openers including the restored Privy Garden at Hampton Court, audio-visual presentations at Marble Hill House and Stafford Castle, a

Harewood House, near Leeds, benefited from the popularity of season ticket sales which gave repeat visits. Attendances in 1994 rose by 24 per cent on the previous year. The proportion of properties surveyed achieving an increase in visits, was 46 per cent in 1994. This compares with 54 per cent in the previous year





visitor centre with interactive displays in the Samson Tower at Bury St Edmunds Abbey, and Pockerley Manor and Horse Yard at the North of England Open Air Museum, Beamish.

The average adult admission charge in 1995 is £2.30, which is an increase of 6 per cent on 1994. There are 1,041 historic properties charging £1 or more, and 16 charge at least £6. The average admission charge rose by 68 per cent between 1989 and 1994 as compared with an increase of 61 per cent for all attractions and a rise of only 25 per cent in the retail price index. This large real increase in the price of admission may partly explain why historic properties have fared less well than most other types of attraction in the past few years.

In addition to visits to individual historic buildings for which records are kept, there are many millions of visits to towns and villages which it is not possible to monitor on a regular basis. One reflection of this phenomenon has been the formation of such bodies as the Heritage Cities Association (a marketing consortium) in 1986 and the English Historic Towns Forum in 1987.

Estimates of the number of visitors to historic towns have included five million at Chester, four million at York, 3.4 million at Cambridge, 2.5 million at Canterbury and Stratford, and two million at Bath. A survey in 1994 showed that tourism puts at least £150m a year into the Chester economy and that some 16,000 jobs, 30 per cent of all jobs in Chester, depend on tourism.

The tourism industry in Bath is estimated to support the equivalent of more than 5,000 full-time jobs. The city council aims to encourage more visitors to come during the non-peak months between October and May, and to ensure that they stay overnight in Bath. Market research shows that, at present, seven of every 10 visitors are day visitors, including many overseas tourists who visit Bath on a day trip from London. Recent measures to manage tourism include restricting the number of coach operators, not allowing coaches to stop in the Royal Crescent, and banning loudspeaker commentaries.

The UK branch of the International Council on Monuments and Sites is taking a particular interest in the problems of tourism management in historic buildings and towns. It has set up a Cultural Tourism Committee to monitor the impact of tourists and make recommendations on how the impact can be reduced. ICOMOS has organised a conference to be held in Bath in October on 'Historic Cities and Sustainable Tourism'. Bath, Bruges and Krakow will be considered as case studies. Over the past year, ICOMOS has prepared nine monitoring reports on World Heritage Sites, covering all those in England except Hadrian's Wall. Traffic and the effects of tourism were included and they were presented to the Department of National Heritage.

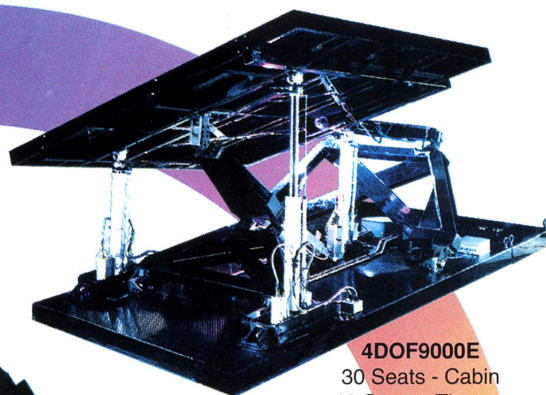
Max Hanna is with Sightseeing Research

Historic properties attracting more than 200,000 paid admissions in 1994

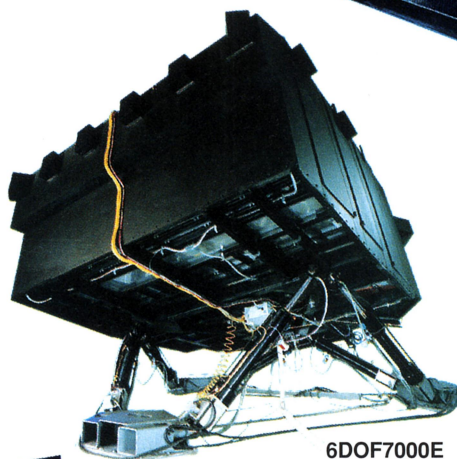
	1993	1994	% change
Tower of London	2,332,468	2,407,115	+3
St Paul's Cathedral, London	1,900,000	1,900,000	0
Windsor Castle	NA	1,090,668	NA
Roman Baths and Pump Room, Bath	911,001	871,308	-4
Warwick Castle	751,026	755,670	+1
Stonehenge, Wiltshire	668,607	696,605	+4
Shakespeare's Birthplace, Stratford	606,697	591,205	-3
Hampton Court Palace	576,664	543,061	-6
Leeds Castle, Kent	533,000	537,965	+1
Blenheim Palace, Woodstock	479,974	449,755	-6
Beaulieu, Hampshire	481,223	421,093	-12
Buckingham Palace, London	379,000	420,000	+11
Chatsworth House, Derbyshire	402,261	402,573	0
Tower Bridge, London	Closed	400,506	NA
HMS Victory, Portsmouth	369,166	370,077	0
Kings College Chapel, Cambridge	NA	365,000	NA
Royal Pavilion, Brighton	327,476	357,942	+9
Anne Hathaway's Cottage, Shottery	329,091	326,792	-1
Dover Castle, Kent	304,802	296,606	-3
Fountains Abbey, Ripon	285,823	290,606	+2
Harewood House, West Yorkshire	208,690	259,014	+24
Hever Castle, Kent	281,628	258,356	-8
Christ Church College, Oxford	258,996	250,000	-3
Cabinet War Rooms, London	220,996	251,931	+14
The Cutty Sark, Greenwich	262,223	248,000	-5
HMS Belfast, London	164,145	201,238	+23

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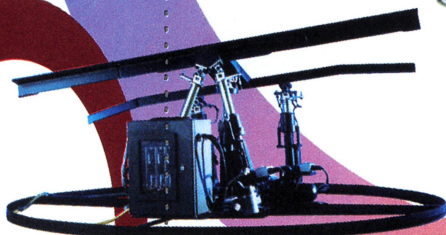
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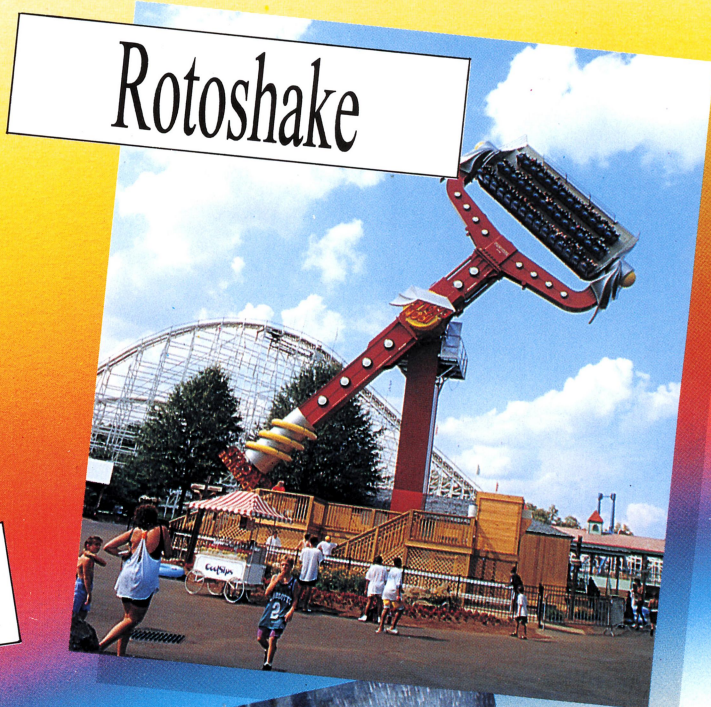
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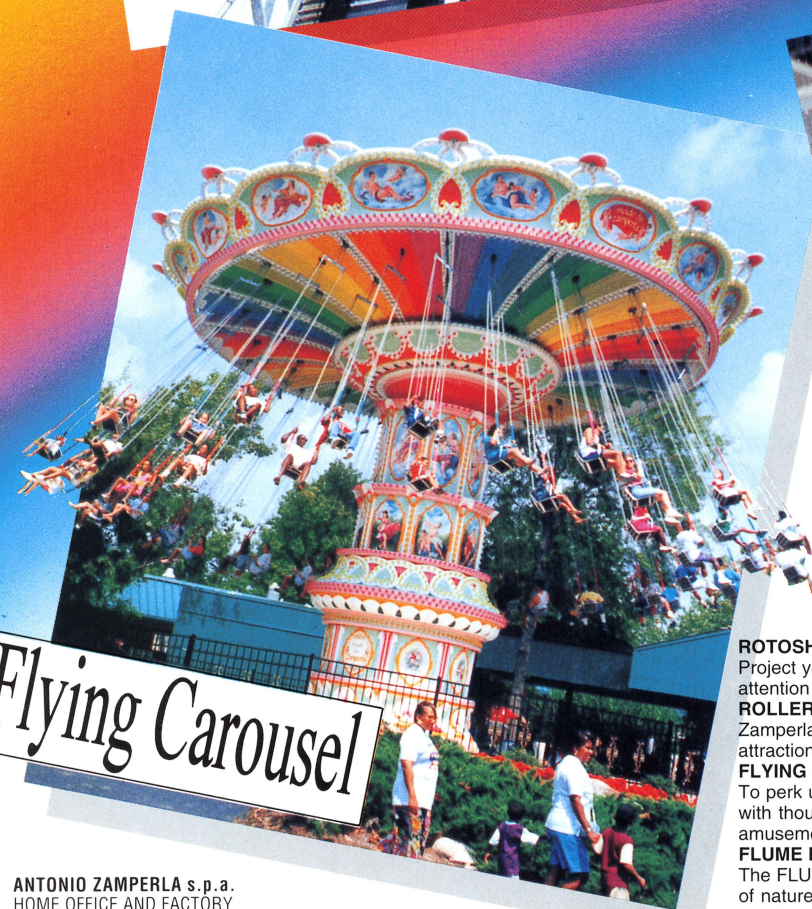
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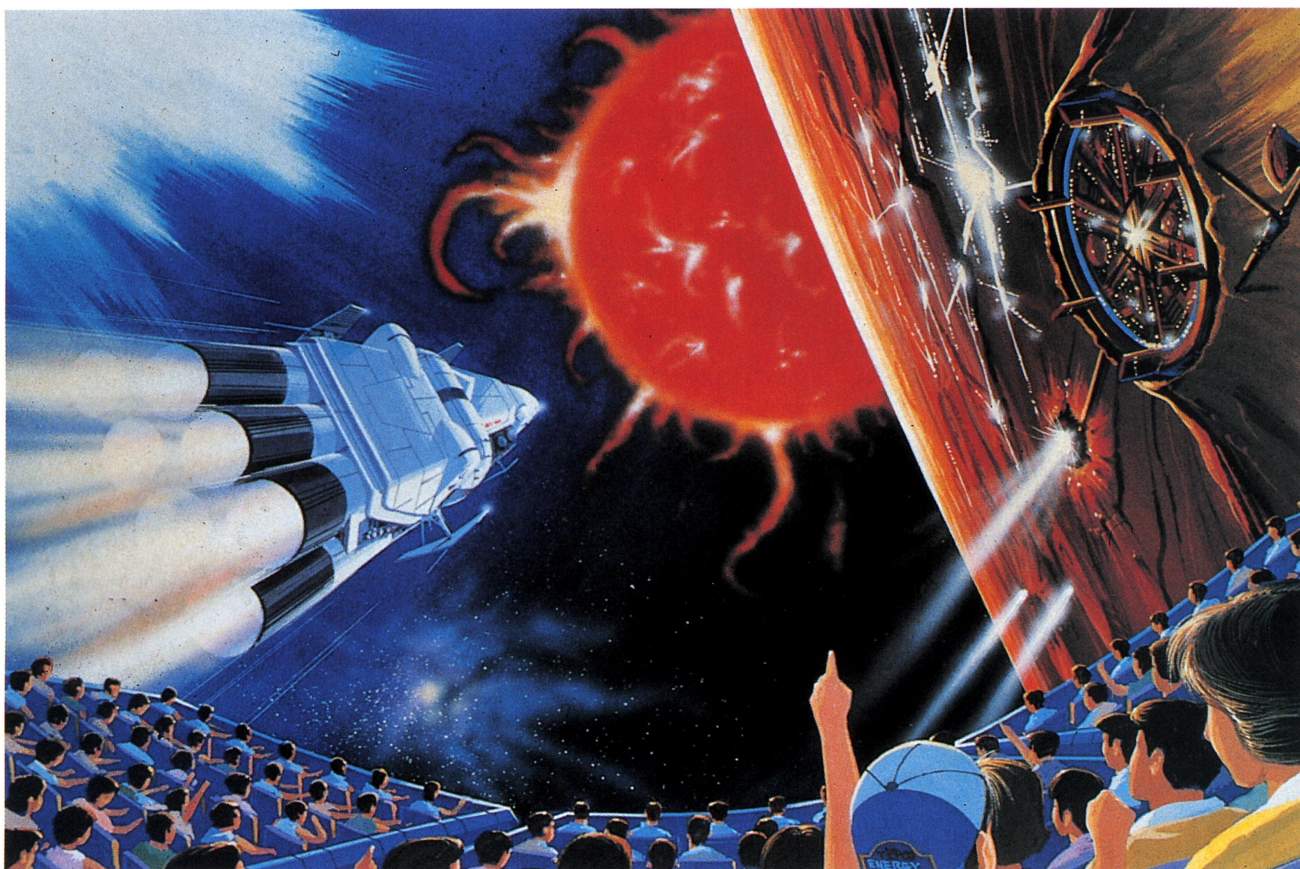
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SimEx's TEPCO Energy Odyssey was originally intended for the dome simulation theatre at the cancelled 1996 World City Expo

easterly direction

Attraction developments are booming in the Asia Pacific. Juliana Gilling reports from a Singapore conference

While the trade floor buzzed with rumours of potential deals at the fourth Asia Pacific Theme Parks and Attractions Funvention, consolidation and common sense were themes highlighted by the industry's leading talents during the conference.

The speed of developments in Asia is undeniable. Delegates were greeted with tangible evidence of this as soon as they stepped into the Singapore International Convention & Exhibition Centre. Carpet-fitters, welders and cleaners were frantically putting the finishing touches to the

building which last year didn't even exist.

But it was the growing infrastructure of the attractions industry in the Asia Pacific region which topped the bill. Tan Chin Nam, chief executive of the Singapore Tourist Promotion Board, reminded the audience of the market's potential.

With travel and tourism accounting for 10.9 per cent of the gross world product and its market value predicted to rise from \$700bn to \$1.6 trillion, there is much scope for related industries to grow. Asia is a hot spot, with the IMF forecasting that

half of the estimated \$7.5 trillion rise in gross world product between 1990 and 2000 will be contributed by East Asia.

Kicking off the first of a series of panel discussions, Graham Kwan, design director of Attractions International and chair of the first day's proceedings, challenged industry experts to pinpoint future trends.

For Bill Battison, executive vice president of sales and marketing at Iwerks Entertainment, technology is the key to success. "Technology is very hot and still leads the way in Asia, as it allows us

"This is not a place for speculation. In China, if things are not planned very well from the beginning and if you don't understand the market you are getting into, you will spend millions of dollars to end up with nothing"

to create software-driven attractions which we cannot have at home," he said. "Theme parks are the forefront of developments because they have the money to create new attractions. But technology is migrating from large theme parks to location-based entertainment centres, movie theatres and shopping malls."

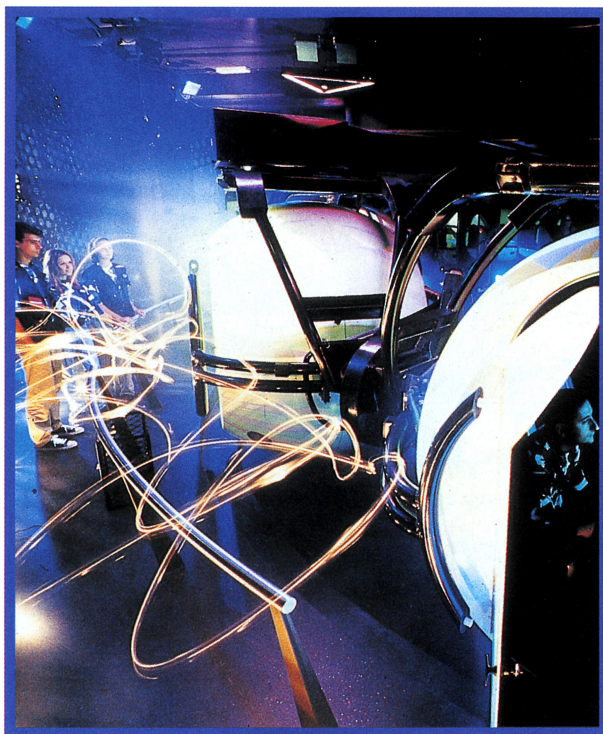
Michel Farache of Imax Corporation believes that the future lies in providing technologies for immersive visitor experiences. "What counts is the content, the smoothness of presentation, and the returns at the end of the day," he said.

Peter Stones, deputy managing director of Blackpool Pleasure Beach, compared the continuing ability of rollercoasters and traditional theme park rides to thrill visitors, to the exciting but unpredictable development of technologies. But rides manufacturer, Zamperla is enjoying the best of both worlds. It uses technology to see 3D representations of working rides at the design stage.

Having carried out consultancy work in Asia, Stones spoke of the challenges in getting attraction projects up and running. Battison picked up the point. "There has been much talk about location-based entertainment in Asia and a lot of ink spent on it, but not many shovels of dirt," he said. "There was apprehension that nothing was happening, but now we are seeing a lot of technology and fun-based attractions being built as the planning applications put in a few years ago are going through."

CT Hsu, head of Orlando-based leisure consultancy, CT Hsu International, believes the attractions industry is looking to Asia, rather than just to the US, to seek out innovations. He sees Japan, Taiwan, Korea, Hong Kong and Singapore taking the lead in leisure and entertainment growth, with major US companies using these countries as testing grounds for attraction developments in China.

But Mark Driscoll of the Landmark



Chameleon's work at Australia's Intensity attraction

Entertainment Group emphasised the need for potential players in the Asian market to balance ambitious plans with solid ground work. "There is no substitute for making sure a project is viable before you start," he said. "With feasibility studies you can find out how to create something different from the competition."

Battison predicted the emergence of a new generation of attractions as a result. "There's no right formula," he said. "It's about creativity, vision and imagination. We will see some amazing attractions, but some spectacular failures as well."

Tackling the untapped market in China was the focus of the next session. Zhu Xue Wen, vice chair of the China Association of Amusement Parks & Attractions, extolled the virtues of a liberalised China, which has seen the arrival of the amusement park over the last 10 years.

"With a population of more than 1.2 billion and a vast land area, this is the largest market in the world," said Zhu. "In 1994, the value of entertainment in China was Y350m and forecasts suggest there is potential to reach Y300bn."

Steve Moorhead, chair of US-based

Forrec Ltd, has experience of this market. "When a project comes through the door, we find out if it's real and then work to understand the competition," he said.

He warned of the dangers of inadequate planning in a country which is still getting to grips with the theme park concept. "This is not a place for speculation. In China, if things are not planned well from the beginning and if you don't understand the market you are getting into, you will spend millions of dollars to end up with nothing."

Asian operators took the floor in the afternoon. Unlike most developers, who conceive a theme park first and then devise merchandise, Makoto Sato, executive managing director of Sanrio Communication World Co Ltd, told how Sanrio's Japanese parks

were born of a business marketing gifts and greeting cards.

Bernard Harrison outlined Singapore Zoo's bid to attract business with a Night Safari, and was followed by a presentation on Ancol Dreamland in Indonesia given by Yahya Riabudi.

Ronith Ang, vice president of Amtrust Holdings Inc, owner of the Philippines' new Enchanted Kingdom theme park, dealt with the task of launching the attraction into a virgin market. She believes the project had a head start considering the fun-loving nature of the Filipinos, a population of 68 million, of which 68.3 per cent are under 30 years, and a catchment area containing 19 million people.

Somewhat of a maverick in the industry, Pannin Kitiparaporn recounted how Thailand's Dream World was built. "When I take my friends around the park, I tell them to follow the trail of blood. I suffered to create this!" she said.

Her biggest challenge was a tight budget. "I spent \$40m, so I needed to open the park quickly, make money and pay back the bank. Really, we built the park too fast; 80 per cent of what consists now

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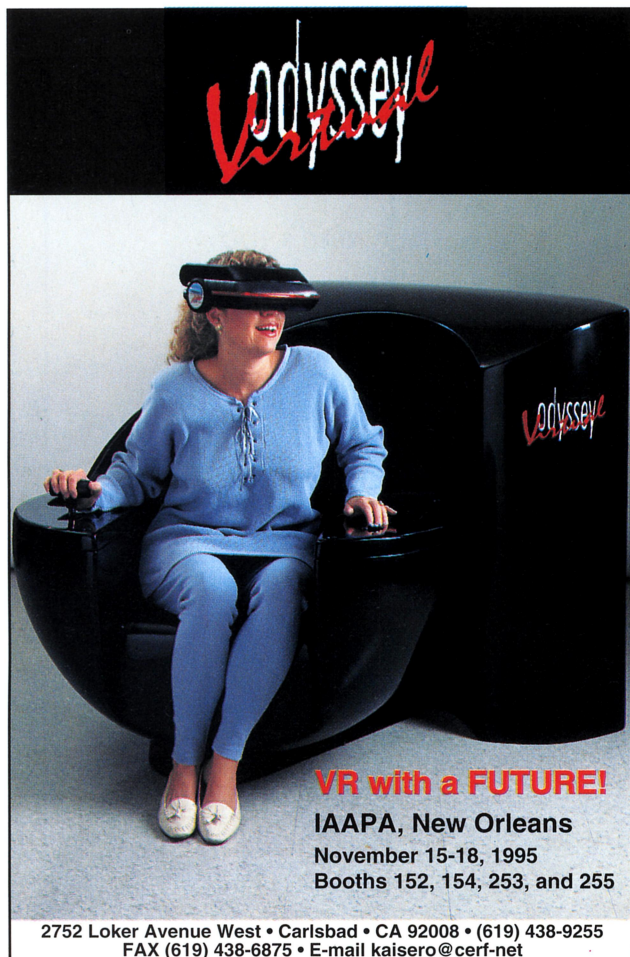
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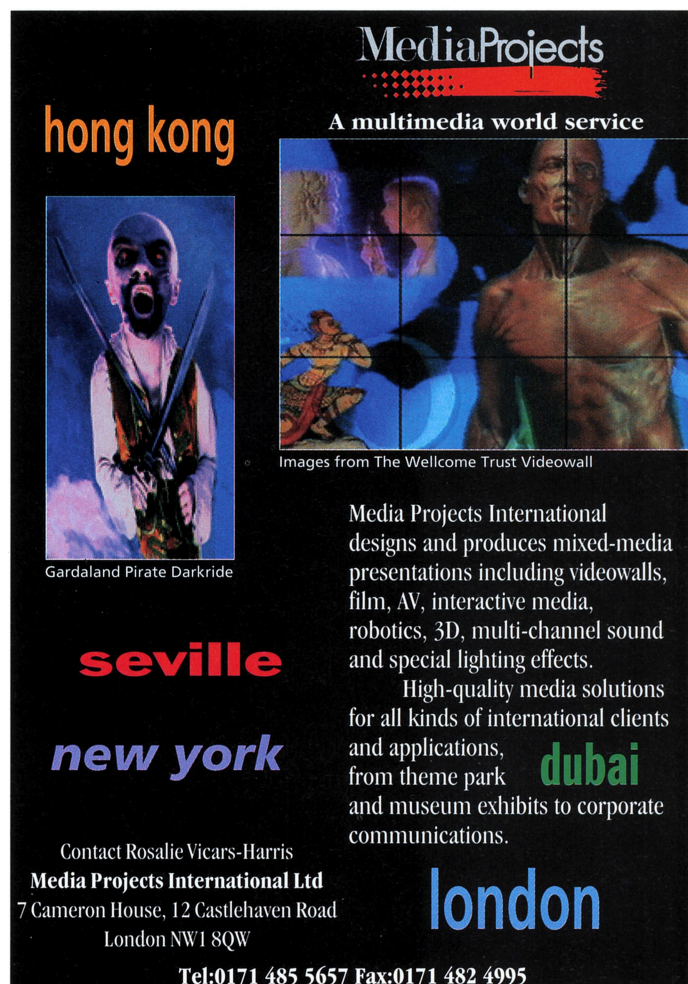
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was done in 19 months. We weren't fully ready when we opened and we've had to do some things again."

With hindsight, she lists the weaknesses of the park as a lack of shade, inadequate public facilities and too few rides for teenagers, all of which she is correcting. "But we have the right product and the right location," she insisted. Her advice to other operators? "I believe in R & C, research and copy, not research and development. The business is risky enough without creating new concepts."

But tips were available for those willing to take the plunge. "So far, we are seeing a lack of feasibility studies," said Forrec's Gordon Dorrett, "although feasibility studies are only as good as the data they're built on and it's limited in Asia."

Thorough analysis of the market is an absolute. "You don't have to produce the best attraction in the world, but provide



Advanced Animatronics was one of nearly 70 exhibitors at the conference (bottom)

what people want," said Mark Driscoll. "The challenge is targeting the right audiences and making them spend money at your park."

Graham Kwan rejected the idea of a cure-all project. Instead, Michael Jenkins of Leisure and Recreation Concepts

advocated research and economic assessment to establish the viability of individual projects. This introduced a paper on financing themed attractions from Mark Vlassopoulos, managing director of Daedalus Development Asia.

"The first rule of thumb is never to use the words 'theme park' when talking to a bank," he advised. "What they know of the market comes from newspaper clippings of Disneyland Paris. Put yourself in the bank's shoes. We have to help them understand what we're trying to build and how the risk can be minimised."

"Bankers think that theme parks have 100 per cent variable income. You might not see one penny until the day you open, so naturally bankers are nervous."

Consider how you can show the project has fixed income, Vlassopoulos advised, such as offering leases and asking tenants for guarantees and deposits. Other keys to success were product mix, tenant

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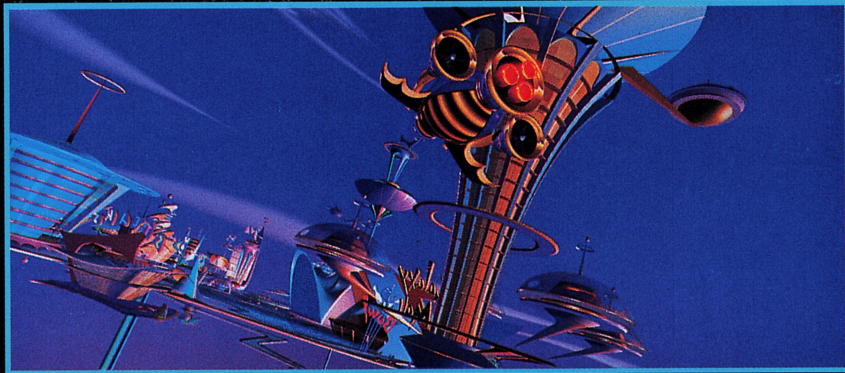
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quality, a realistic market assessment, and product differentiation.

Waterparks proved a big draw with delegates, when Scott Miller of Amusement World Co Ltd and Al Turner, executive director of the World Waterpark Association, offered tips on keeping profits flowing in waterleisure. Case studies of Wet 'n' Wild in Australia, Bali Ocean Magic and Sentosa's Fantasy Island reinforced their points.

"Attendances have increased and that's down to park development, better attractions and marketing," said Turner. "If you're investigating waterparks, visit at least 25, and I want to say 50. Each park is designed for different markets and you need to synthesise this information to create a unique and viable attraction."

Design and planning dominated the latter half of the conference. Emerging entertainment options and the mixing of traditionally standalone facilities are pushing back the boundaries of what developers can achieve. Chris Miles of Landmark Entertainment Group pointed to the metamorphosis of the Las Vegas casinos into themed destination resorts offering accommodation, gambling, retail and

family entertainment.

Picking up this theme, Chris Blackman provided the audience with a look at Intencity, an Australian one-stop shop featuring themed areas, live entertainment, the latest games technologies, indoor play, nightclubs, restaurants and bars. Plans are underway to expand into Malaysia, the US and Europe in 1996.

Focusing on the trend for shopping malls to become more entertainment-oriented, Michael Denning, senior vice president of operations at Bangkok's Seacon Square told how 6,000sq ft within the 500,000sq ft retail centre is devoted to leisure. With a product which stands out from competitors, Seacon Square is attracting greater numbers of visitors who are staying longer and spending more.

But in the rush to exploit the Asian market and create new attractions, design and planning fundamentals are in danger of being forgotten. "A few years ago we were foolish," said Dennis Chiu, managing director of Tang Dynasty City. "In industries like this where capital investment is very intensive and repeated, many forgot that in the planning stage and then spent too much up front."

Summing up advice from more than 40 speakers, Chris Miles closed the conference with several key points. "If you have a site and want to develop a project, work with professional planners. Know your market in advance, use economists, and build the project to warranted investment. Incorporate great storylines and theme to increase length of stay. Also, invest in major anchor rides, attractions and shows.

"Expand carefully by investing your cash flow and buying in and replacing attractions on a two to three year cycle. Market your product well and understand food, beverages and merchandise. Finally, network with other owners, operators and management groups, as well as joining IAAPA, TEA or WWA. Remember that the future of the business in the Asia Pacific is exciting, but rocky as well." ●

Juliana Gilling is assistant editor of Attractions Management International

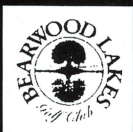
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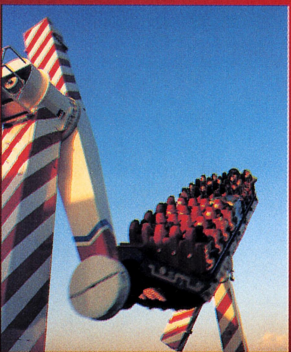
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In part two of a review of themed attractions, Juliana Gilling looks at a range of new projects

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Artbusters' work is intended to complement Seacon Square's extensive leisure element, known as Yoyo Land. Attracting up to 200,000 visitors on peak days, this area is divided into four zones dedicated to fun, food, water and flight. These feature 23 major rides, children's water rides, a 2,500 seat themed food court,

a 14 screen multiplex cinema and an 18 hole miniature golf course.

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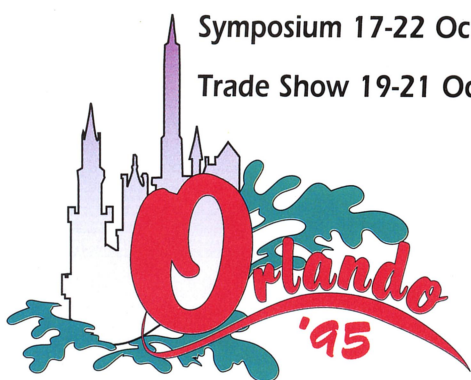


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the 10th year. Besides Terra Encantada, ITPS was retained by Amtrust Holdings, Inc to provide all pre-opening operations planning and ongoing management for the Enchanted Kingdom, the first theme park to be developed in Manila, Philippines. The firm has been contracted to manage Jallo Park in Pakistan, as well as carrying out design work. ITPS is also involved with other attraction projects in Egypt, San Paulo and Rio de Janeiro. Details: +1 513 381 6131

The Larson Company Adventure Bay at Yong-In Farmland in South Korea is one of The Larson Company's latest projects. Opening in June 1996, the attraction comprises an outdoor waterpark and a five storey indoor aquatic centre. Based on the 17th century Fort San Marcos in St Augustine, Florida, the project recreates a Spanish Caribbean port village, complete with pirates, sailing vessels and sea creatures.

Commissioned by the Samsung/Joong-Ang Development Co, The Larson Company is providing the themeing design development and construction documents, as well as fabrication and construction services for the Adventure Bay project. The concept development, master planning, design and engineering is being carried out by Whitewater of Richmond, Canada.

The focus of the outdoor park is the Water Temple, resembling a weathered fortress on a craggy shoreline. From the top, spectators can view surfers on a Flow Rider. A lazy river ride is available for the less adventurous, while onlookers on cabana boats can watch riders falling into a wavepool from several waterslides feeding the park, or divers plunging from a 20m high crow's nest into an inner lagoon. Inside the aquatic centre, a coastal village houses restaurants and gift shops. The atmosphere of a Caribbean beach is brought indoors by recreating the temperature, sounds, sunlight and vegetation found in a tropical paradise. Children will be delighted by an interactive play area where animals squirt water randomly from their snouts, while adults can relax on a beach or in the Master's Hideaway spa baths. All visitors will be entertained by a diving exhibition and two aquariums filled with sea life and coral reefs.

Forthcoming projects for The Larson Company include the Pier 39 and Mall of America aquariums, Legenda Langkawi in Malaysia, Israel's Club Hotel Eilat, and Harrah's Jazzville Casino in New Orleans.

MET Studio In August, MET Studio signed a HK\$2.5m contract with Hong Kong's Urban Council Health Education Unit for the design of a HK\$46.5m Health Education and Resources Centre. Aimed at the general public, it will be housed in an existing building in Kowloon Park, Tsim Sha Tsui.

The first of its kind in Hong Kong, the centre aims to enthuse visitors about good health, encourage positive health practices, and act as a valuable resource. Its main focus will be an exhibition on health and hygiene spread over two floors, with temporary presentations featuring topical issues. Also planned are a 1,075sq m exhibition centre, a 400sq m outdoor garden, a reference library and a lecture room.

Following the theme of a 'health career', visitors will be shown how health needs change as people develop and grow by looking at the vital stages of human life - birth, infancy, childhood, adulthood, middle and old age. Part of the exhibition will be dedicated to promoting the importance of hygiene and practices conducive to better public health. Exhibits will challenge visitors to test their skills, knowledge and experience through interactive games, quizzes and health tests. Details: +44 (0)181 567 3180

Richard Crane Productions The design and themeing of 11 exhibit areas within the new Orlando Science Center is being carried out by Richard Crane Productions (RCP). Covering 50,000sq

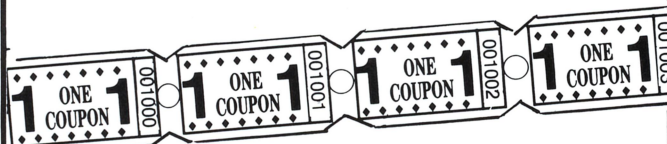
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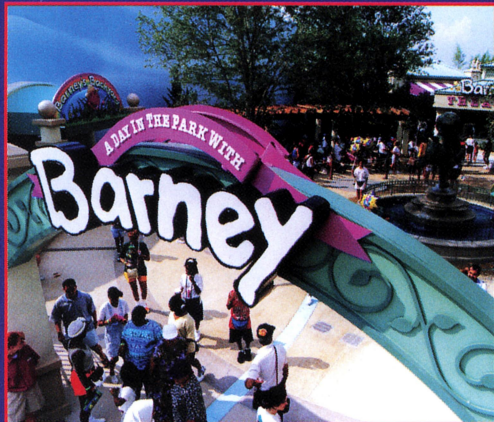
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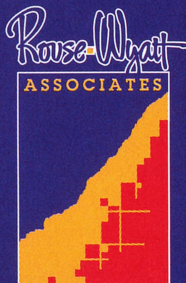


The name and character Barney are trademarks of The Lyons Group.

Rouse Wyatt Associates, working with Universal Studios Florida, The Lyons Group of Dallas, and PVK of Orlando, assisted with the planning, conceptual, and detail design for Universal's new attraction – "A Day in the Park with Barney"

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ft of the US\$4m complex, RCP's exhibits will utilise theatrical and entertainment techniques to assist visitors in understanding the relevancy of science and technology in their daily lives.

Replacing a much smaller science museum, the Orlando Science Center is expected to attract 3.7 million visitors in the five years following its opening in spring 1997. Intended to appeal to all ages, the facility has been designed to stimulate people's curiosity through hands-on interpretive exhibits and educational programmes.

RCP's objective is to create an environment which entices visitors to explore science and technology in an entertaining way. Each of the exhibit areas has been given a distinct identity, ranging from immersion-style themeing to themeing which reflects the everyday uses and applications of science and technology. Special features include a recreation of Florida's habitats, a children's town, a showcase of scientific principles, a section which presents technologies used in Florida businesses, a simulated trip through the solar system, and a display of parts of the human body. Details: +1 407 843 6711

Rouse-Wyatt Associates Working closely with Universal Studios, Florida, The Lyons Group of Dallas and Orlando-based architects, PVK, Rouse-Wyatt Associates provided planning and conceptual design for a A Day In The Park With Barney attraction. Located at Florida's Universal Studios, the new facility draws on the international television series, *Barney & Friends*, created and produced by the Lyons Group. This fun-filled, imaginary world is recreated in a fully-enclosed, temperature-controlled park-like setting which features brightly coloured flowers, trees and indoor clouds. Details: +1 513 381 0055

Sally Corporation Interactivity is a key feature in The Great Pistolero Roundup, a new dark ride being designed and built by the Sally Corporation for Doogom Land in Korea. In the ride queue line, riders are sworn in as posse members by an animatronic federal marshal. Charged with recovering loot stolen at a bank raid and with capturing a band of Pistoleros who are probably hiding out at Paco's Cantina, they jump into a rifle-equipped vehicle and head towards a Wild West-style town.

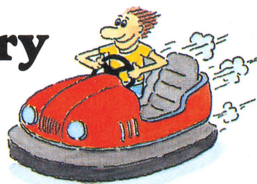
During a journey through stables, bedrooms and bars, passengers must seek out the hiding places of the Pistoleros and their gold which are marked with signs. With electronic guns, riders have to hit the targets to build up their scores and, as each target can only be hit once per car, the attraction creates a real sense of competition. Sally Corporation used cartoon-style themeing to create a visually enjoyable ride which appeals to family members four years and above. It carries 360 people an hour with a two passenger car version, but can also accommodate four and six passenger vehicles

Costing around US\$500,000, The Great Pistolero Roundup is currently in production and will be shipped in December, with the opening scheduled for spring 1996. Details: +1 904 353 5051

Thomas Gregor Associates Grand Entrance Volcano is another attraction intended for Doogom Land, a new park under development by Dong-Joo Industrial Company Ltd, owner of the Korean Folk Village in Kyonggi-Do. Thomas Gregor Associates is delivering a working replica of an active volcano which will begin to greet visitors on 15 April 1996.

Fire and steam will be the main effect media for the US\$1m outdoor attraction, which will have a 360 degree viewing capacity and will erupt at random intervals. The volcano, which is being built in Korea by a local rock work vendor, will be surrounded by a pool into which a waterfall feeds. There is a possibility that a flume ride may pass within the mountain structure. Details: +1 310 535 9140

Next January



sees the

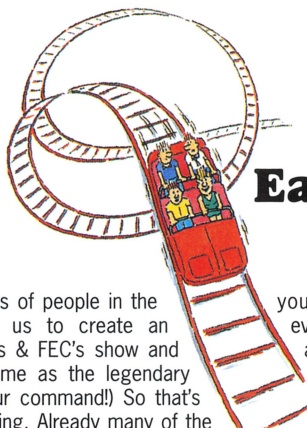


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Boss Film's Journey to Technotopia: a motion simulator ride film at the Lucky Goldstar pavilion at the Korean Expo

switched on

Special effects are becoming a core part of the entertainment experience at theme parks and visitor attractions around the world. Eric Schwartzman reports

"What do you do for a living?" asks the buttoned down businessman sitting beside me on the plane. "Special effects," I answer. "You mean for movies," he says. "Sometimes for movies," I explain, "but also for stage, theme parks, casinos, hotels, special events, night-clubs and bars." I'm not quite sure he understands.

It is not the first time I've had this conversation. The problem is that few people actually comprehend what special effects are. More than one close personal friend has said at one time or another: "I'm still trying to figure out what you do". "So am I," is my reply.

You see, special effects is a discipline bursting at the seams. What was once fire, rain, snow and wind for motion pictures has become an amalgamation of everything from ultra-violet lighting effects to computer-generated imagery. These special effects are infiltrating all forms of the leisure experience, allowing entertainers to dream with fewer boundaries.

What you can and cannot afford to do in entertainment has always been a determining factor. For exam-

ple, it is not cost-effective to build Rome for a single day time exterior scene in a movie. While the scene may add a deeper sense of experience to the story, it is just not affordable. In the past, film makers were often forced to abandon the best narrative choices in the interest of the bottom line. Now special effects can lend the illusion of Rome for a fraction of the cost.

Some argue that special effects are only the icing; they will never replace the cake. To some extent they are right, the basis of any worthwhile entertainment venue is good, old-fashioned story-telling. Effects for the sake of effects get old fast, but while special effects cannot replace a clever story or experience, they can add a new dimension. Often they make otherwise impossible visuals come to life. After all, imagine *Star Wars* without special effects.

Richard Edlund, four times Academy Award winner for best special effects, was the wizard behind the *Star Wars* trilogy. His Los Angeles-based Boss Film Studios employs a team of computer animators, designers,



consultants, producers and directors who operate on the cutting edge of special effects for camera. "We're magicians, much like Houdini," he says. "We're creating an illusion and getting the audience to temporarily suspend its sense of reality. It's a vicarious thrill. People look at a miniature on the screen and think it is big; they see a spaceship that appears to be racing at 500mph, but was actually created digitally."

Special effects encompass anything you can't make happen in reality. A movie script calls for thunder over a dark castle. You can't get through to the Almighty's agent to book him for extreme weather conditions and the closest castle is in Bulgaria. So you find sculptors to build a miniature castle, hire an artist to paint a sky backdrop, wheel in a strobe light for thunder and sprinkle some rain from above. All these effects must be carefully orchestrated. Anything out of scale and the result will look amateurish.

When all the elements are integrated seamlessly, special effects are perceived as magic. Once used sparingly, this magic is being seen more and more often. Perhaps special effects aren't so special anymore. Aren't they, in fact, becoming downright common? Today's motion pictures show that big budget releases frequently rely heavily on high end special effects. But it is important to recognise that these effects are becoming more realistic.

"Audiences love to be tricked when it's well done,"

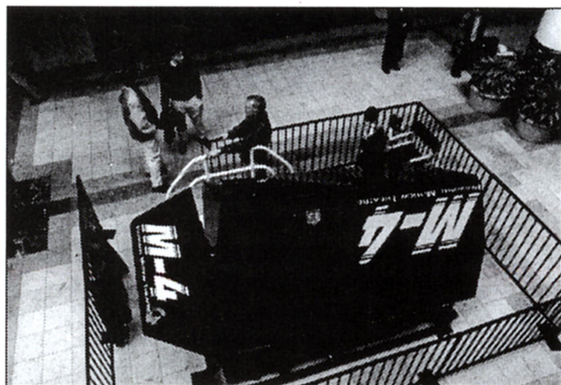
says Edlund. "But they're also getting increasingly sophisticated visually. As we get better at what we do, the audience gets hipper. We have a responsibility to stay ahead, and that spurs us on to do new things."

As special effects for camera advance, audiences demand higher quality visuals across the board, extending to live venues, visitor attractions and theme parks. Operators want dynamic effects which are attractions in themselves. But creating special effects for live venues is quite different to special effects for the camera. "Generally, movie effects are temporary," says Monte Lunde, an ex-Imagineer. His company, Technifex, is a frontrunner in producing unique audience experiences incorporating water, fire, projection, video and mechanical effects.

His primary concern with special effects is safety. Secondary are issues like environmental and facility impact, as well as maintenance. Entertainment at theme parks is cyclical, so special effects must be built to work day in and day out, without a sophisticated special effects crew standing by. "In most cases, you must do more engineering and development for theme park effects," says Lunde. "Movies can be done with more off the shelf-type gear."

His company wows Kennywood audiences with new effects for a night time venue called Lunaphantastic. The show in Pennsylvania includes a ring of flames and fire balls launched from the surface of a lake.

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Lunde says of the spectacular: "Pyro refers to effects done with gun powder, flash paper and explosives. At Kennywood, we did open flame effects. These operate off a gas system of check valves which fill an actuator tank. An ignitor strikes a small flame. The gas in the tank is released and ignited."

Los Angeles-based Wildfire, is dedicated to developing safe, long wave ultra-violet (UV) lighting technology for entertainments. In *Batman Forever* the glowing gang of thugs in their coloured urban hideout was achieved with 'long throw' UV fittings which illuminate a variety of UV sensitive materials.

UV special effects can also be used to transform environments. A number of luminescent paints that exhibit no colour under normal lighting conditions are activated when UV is introduced. These are called invisibles. In Latin American pop star, Luis Miguel's world tour, a 20 x 100ft scenic backdrop depicts an old Spanish town nestled in the hills. By cross fading from normal light to UV, the invisibles in the backdrop change the scene from day to night and stars light up the sky. Similar effects were created at Caesar's Palace Forum Shops in Las Vegas and the Silver Legacy Casino in Reno. The 40 minute dusk to dawn cycles are effective in keeping guests there longer.

Though we are seeing a proliferation in the use of special effects, they are being used more as enhancements to a theme or story, and less as straight glitz or

dazzle. *Jurassic Park* had a grand total of 56 effects constituting five on-screen minutes of digital work. In the film, the effects feature computer-generated images which interact with live actors.

The same is true of special effects at theme parks. Since Disneyland was able to flood its gates by unveiling the special effects extravaganza, Fantasmic, other operators have followed in hopes of achieving similar attendance gains. This trend has also been felt in Asia, as retail venues and amusement operators search for ways to differentiate themselves in the market place.

Movie World on the Gold Coast in Australia is putting the finishing touches to its new Maverick Stunt Show. Scripted by acclaimed theme park show writer, Ryan Harmon and illuminated by US-based lighting designer, Tom Ruzika, Maverick uses open flame and pneumatic effects, stage illusions, UV special effects and 'break away' effects to entertain the audience.

What is the magic of tomorrow? Some say digital technology will lead the way. Others say it will never compete with live entertainment. But one trend is undeniable - special effects are becoming a part of the core entertainment experience. They are freeing show makers to create richer visual fantasies without the limitations of gravity, time, space and reality. ●

Eric Schwartzman is chief creative officer of Wildfire, Inc +1 310 398 3831



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IAAPA

Delegates and exhibitors from around the world will converge on New Orleans next month for the 77th IAAPA show

A must for players in the amusement and entertainment industry, the 77th IAAPA Annual Convention and Trade Show will take place in New Orleans.

This year, more than 850 companies, with around 3,000 booths, will be aiming to capture the interest of buyers from amusement parks, family entertainment centres, waterparks, tourist attractions, zoos and aquariums.

In addition to the host of innovations on the trade floor, delegates will be able to exchange ideas with industry peers from more than 65 countries around the world through an extensive programme of workshops and social events.

DATES AND TIMES

14 - 18 November

Registration takes place at 7am
Details: +1 703 836 4800

Venues

Exhibition and workshops - New Orleans Convention Center; What's New Theater and Annual Banquet - Sheraton New Orleans; Thursday Night Social - New Orleans Hilton

Registration fees

Member - advance: \$15 (before 13 October); on-site: \$30

Non-Member - advance: \$55 (before 13 October); on-site: \$80

HIGHLIGHTS

What's New Theater - 15 November

Kicking off the convention and trade show is an exciting multi-media and entertainment spectacular. Professional presentations by leading parks and attractions will show you what's new in the world of amusement parks and attractions.

Enjoy information segments covering a variety of new facilities. Wilsonville Family Entertainment Center in Oregon will discuss its recent opening, Elitch Gardens in Colorado will tell the story of its move to a new location, and Port Aventura in Tarragona, Spain, will share the trials and tribulations of opening a new park.

Enjoy a presentation from Henri Landwirth, president and founder of the Give Kids The World Village in Kissimmee,

Florida. Finally, the Hall of Fame presentation profiling industry leaders will be featured.

Owners and General Managers Luncheon - 16 November (by invitation only)

Tom Landry, former head coach of the United States football team, the Dallas Cowboys, Dallas, Texas, will speak.

OABA/Showmen's Day - 17 November (members of OABA and SLA only)

IAAPA celebrates the 30th Anniversary of the Outdoor Amusement Business Association (OABA).

Tenth Annual Brass Ring Awards - 14 November

An evening showcasing the best amusement industry marketing efforts and presenting the most creative sales presentation videos, tv and radio commercials, brochures, print advertisements, point of purchase signage, and media kits.

Waterpark Reception and Fashion Show - 17 November

Bourbon Street comes indoors for the 1995 Waterpark Reception and Fashion Show. Mardi Gras has never been this



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Social events

Thursday Night Social - 16 November

The Southern Nights in New Orleans evening will feature a reception and buffet dinner, with guests experiencing a walk through the ambiance of New Orleans' cajun, Mardi Gras, Dixieland, swampland and gospel/folk inheritance. The evening

ends (or begins!) with a short walk to the Hilton Flamingo's paddlewheel casino.

Spouse Luncheon - 17 November

French Market/Bella Luna's Restaurant for Cajun Carousel Luncheon

Annual Banquet - 18 November

A rhythm and blues spectacular for this gala evening of entertainment.

WORKSHOPS

This year's workshop programme is the result of many hours of work and dedication from IAAPA's committees, vice president, Larry Cochran, and many members who have given their valuable time and expertise both behind the scenes in planning and through actual presentations.

These workshops are provided for members only, with the exception of the games, safety, government relations, ride operations and ride maintenance workshops. Attendees with non-member badges will not be admitted to other sessions. Unless otherwise stated, workshops will be held at the New Orleans Convention Center.

To facilitate the most appropriate audience for the variety of workshops, the following definitions apply. Smaller amusement park members are

typically gated, hard ride oriented, have less than 500,000 annual attendance, under 500 seasonal employees, and are family-owned or a closely-held corporation. Family entertainment centre members are typically non-gated, have pay as you go operations, and comprise two or more of the following attractions: bumper boats, batting cages, go-karts, arcades, miniature golf, snack bar, kiddie rides.

Personnel Information Exchange

New this year, the IAAPA Personnel Committee will have a special room set aside from 1-3 pm on Wednesday, 15 November and Thursday, 16 November for a display of personnel posters, applications, and uniforms. Come to MR 82 to talk to other personnel managers.

Tuesday, 14 November

Buyer Beware!

9.00 - 11.00am MR 85

Find out what definitions a buyer should know when purchasing merchandise. Speakers are Karen Yoshikawa, Yoshikawa Merchandising Concepts, Hank Mackin, Good Stuff, and Donna Raphael, Santa Cruz Seaside Co.

High-Tech in the Family

Entertainment Centre

10.00 - 12.00 noon MR 93

How will centres compete with giant mega-corporations as they enter the market with high-tech advantages? Speakers include Cindy Alyward, Basix, Roberta Perry, Edwards Technologies, and Matt Walton, Illusions, Inc.

Marketing Exchange

10.00 - 12.00 noon MR 61

A discussion, led by Phillip Baker, Baker and Associates, on group sales, public relations, promotions and special events.

Generation X: Managing the 16 to 29 Year Old Workforce

10.00 - 12.00 noon MR 103 Interpreted

This seminar looks at the eight unique characteristics of the 'Baby Buster' generation. Bob Losyk, Innovative Training Solutions Inc, will share practical solutions to make young people productive.

Birthday Parties

1.00 - 2.00pm MR 93

Learn how to create a successful birthday party package. Presented by Pat Esgate, Esgate & Associates.

Marketing Trends 2000

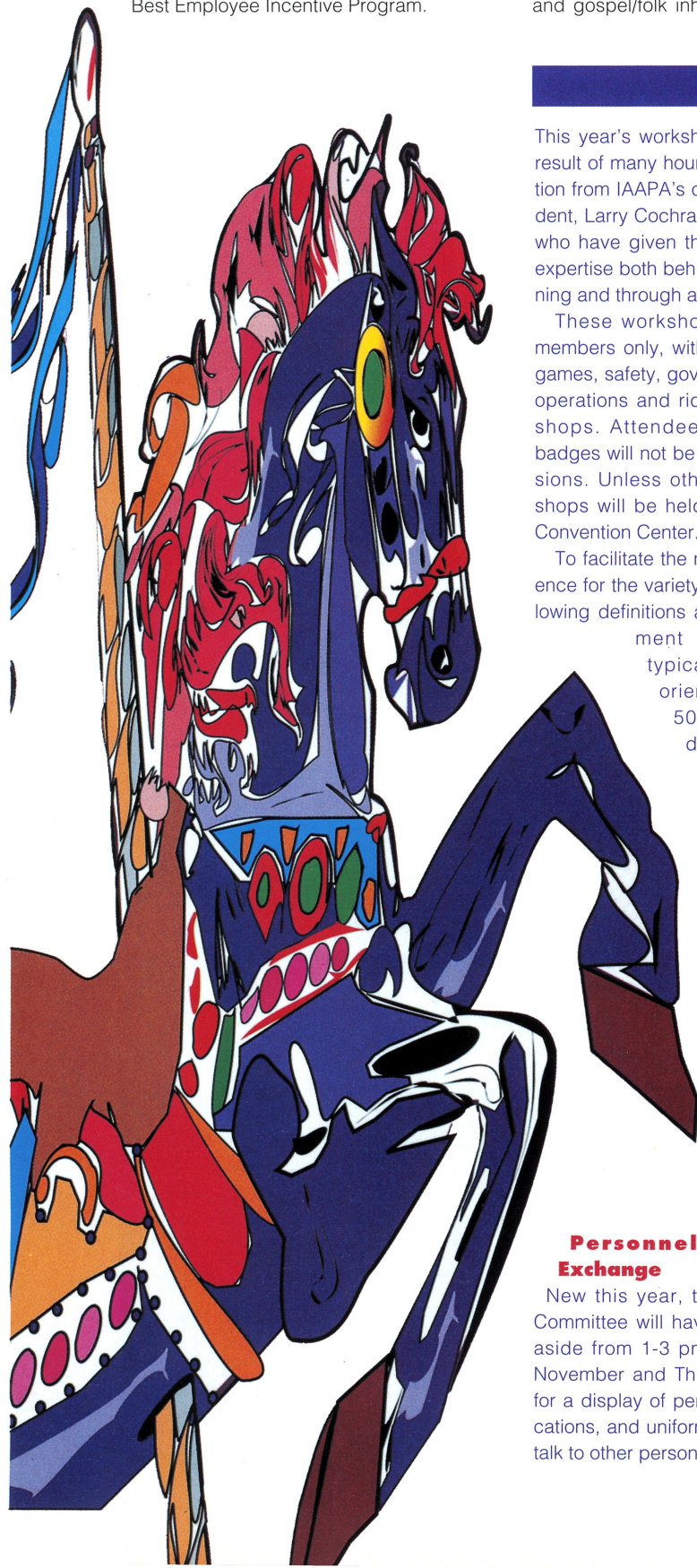
1.00 - 2.00pm MR 103 Interpreted

Presented by Diane Nijs, Associates in Tourism and Leisure Management, Theme Parks Research Applied Marketing Consultancy and Training (ATTRACT).

Designing Training

1.00 - 3.00pm MR 85

Speakers and topics will include: 'Creating a Climate for Training', Melanie Landano, Nellie Bly Amusement Park, 'Orientation Programs', Joe Barron, Kennywood, and Scott Waters, Premier Parks; 'Supervisory Programs' - Scott Waters, Premier Parks.





Red Hot and Gold

2.00 - 4.00pm MR 100

Turn your red hot displays into gold in your cash register! Discover cost-effective retail display techniques and attend the awards for excellence in visual merchandising display.

Trends in FECs

2.00 - 4.00pm MR 99

This panel of FEC operators will address key issues and trends. Panelists include Steve Dooner, E2000, Donna Lloyd, Putt Putt Golf Courses of America, Terry Weerts, Celebration Station, Tom LeBouf, Knott's Camp Snoopy, and Court Huish, Huish Family Fun Centers.

Define Your Corporate Mission Statement

2.30 - 3.30pm MR93

A clear mission statement will enable you to create strategies for business, anticipate customers' needs and establish future goals. The seminar speaker will be Robin Oldring, Oldring Consulting.

Coaching and Counselling Employees

3.00 - 4.30pm MR 103 Interpreted

Scott Waters, Premier Parks, will teach how coaching and counselling can be a positive alternative to negative disciplinary action.

Brass Ring Awards Presentation

4.30 - 6.00pm MR 90

Join us for a special evening showcasing the best amusement industry marketing and public relations efforts in the 1995 Brass Ring Awards.

Wednesday 15 November

11.00am Trade Show Opens

Evaluating Your Financial Performance

4.00 - 6.00pm MR 61

Moderated by Paul Borchardt, Wonderland Amusements, this will be a presentation of the 1995 amusement facility survey followed by a discussion and a reception.

Government Relations

4.00 - 6.00pm MR 93

(Open to non-members)

Rider responsibility legislation, the Americans with Disabilities Act, and the impact of extended and year-around schools will be the focus of this workshop.

Trends in Food Service

4.00 - 6.00pm MR 85

This presentation focuses on creating a profitable, dynamic future through alternative retail revenue raisers, especially food service. Ira Blumenthal, president of Co-Opportunities will be the speaker.

Family Entertainment Centre Roundtable Discussion

4.00 - 6.00pm MR 100

An FEC round table discussion. Topics include: go-karts, Peg Carnahan, Recreation and Entertainment Consultants; arcades, Michael Getlan, Recreational Amusement, Inc; batting cages, Marc Shade, Frappeurs Baseball Center; miniature golf, Ken Wynne III, Palm Bay Greens; bumper boats, Mark Needham, Meadow Brook Family Fun Center.

Motivate Me!

4.00 - 6.00pm MR 103 Interpreted

Frustrated with your used and reused incentive programmes? Speakers include Joe Barron, Kennywood Park, Julio Gutierrez, Selva Magica and Scott Waters, Premier Parks.

Personnel Reception and Uniform Fashion Show

6.00 - 7.30pm MR 90

There was standing room only in 1994. Don't miss the opportunity to network with personnel and managers from the amusement industry.

Miniature Golf/Family Entertainment Centre Reception

6.00 - 7.30pm

At our annual Miniature Golf/Family Entertainment Centre Reception you'll have the opportunity to meet and compare notes

with other miniature golf and family entertainment centre operators.

Thursday 16 November

Financial Concerns

8.00 - 10.00am MR 93

This teaches you how to get money and technology and use them effectively. Presentations include: 'Credit and Debit Card Processing', Jim Heile, Dauphin Deposit Bank; 'Debit Card Success Story', Thomas Auerbach, Playcenter; 'Remote Purchasing', Brian Joyce, Six Flags Great Adventure; 'Automatic Teller Machines', Dave Lavery, Hershey Park; 'Getting Money from Your Bank', Brian Weddington, Bank of New York; 'Establishing a Relationship with your Banker', Jim Davis, Indiana Beach.

Food Facility Design

8.00 - 10.00am MR 100

This seminar will provide the principles for laying out a well-organised food service operation. IAAPA's guest survey of food service expectations will also be presented. The speaker will be Kirk Duncan of High Mountain Company.

Guest Relations

8.00 - 10.00am MR 103 Interpreted

Watch IAAPA's new 'Coping with Difficult Guests' training video tape. Speakers are Julio Gutierrez, Selva Magica, Doug Lipp, G. Douglas Lipp & Associates, Ben Jones, Recreation and Entertainment Consultants, and Michael Getlan, Recreational Amusement.

Getting to Know Your Future Guests

9.00 - 10.00am MR 85

Who and what does your guest look like today? Researching your park can teach you a lot about future marketing strategies. Speakers are Pelle Johannisson, Liseberg, and Elzo Boerema, InterView Research Bureau.

10.00am - 6.00pm Trade Show Legal Round table

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**2.00 - 4.00pm MR 80**

Legal experts discuss the latest trends in legislation impacting the industry.

Case study: Operations of a Smaller Amusement Park**4.00 - 5.30pm MR 99**

The operations of a mythical small park are reviewed in detail. Learn how to streamline operations, reduce labour costs, modify structures and improve profitability.

Food Service Employees**4.00 - 5.30pm MR 100**

Gary Foley will provide strategies for improving your food service employee problems. Terry Riddle, Silver Dollar City will highlight methods for keeping staff members happy and improving retention.

Ride Maintenance**4.00 - 5.30pm MR 103 Interpreted**

The seminar focuses on improving your overall ride maintenance program. Speakers will include Jeff Abendshien and Brian King of Triodyne Recreation Engineering, Inc. Carl Marlar, Fiesta Texas, will also provide a sample training program and operational guidelines for a successful maintenance department.

Public Relations: Cheaper than Adver-**tising and More Effective****4.00 - 6.00 pm MR 85**

This workshop will explore the emerging field of public relations and explain why companies are decreasing advertising budgets and increasing public relations spending.

Go-Karts**4.00 - 6.00 pm MR 90**

Speakers include Jeff Miller, Mini-Golf America, Michael Amaro, Prindle, Decker & Amaro, Glynn Barclay, Glynn Barclay & Associates, Inc., Pat Esgate, Esgate & Associates, Inc., Wally James, Con-Serv Associates, Don Johnson, Kart Ranch, Inc., Chip Linville, Linville & Smith Enterprise Inc., and Ben Jones Recreation and Entertainment Consultants.

Franklin Quest Time Management**4.00 - 6.00 pm MR 91**

Feeling overloaded? This seminar will help you explore alternatives to planning, budgeting and prioritising in order to get the most out of your time.

Lifeguard Vigilance and Learning the Heimlich Maneuver**4.00 - 6.00pm MR 93**

Learn how to improve lifeguard training and look at the Heimlich Maneuver.

Speakers include Dr John Hunsucker, University of Houston, Jeff Ellis, Ellis & Associates, and Dr. Henry Heimlich, inventor of the Heimlich Maneuver.

Friday 17 November**Waterpark Round tables****8.00 - 10.00am MR 61**

Join this exchange of ideas on waterpark concerns. The 'What's New at Water-parks' session will feature the 1994 Golden Wave Award winners:

Northern Exposure**8.00 - 9.00am MR 93**

Learn how to use indoor play space to its fullest potential. Speakers will include Tim Ruedy, Knott's Camp Snoopy, and Marc Shade, Frappeurs Baseball Center.

Safety**8.00 - 10.00am MR 85****(Open to non-members)**

Charles Carroll, ASET Corporation, will highlight signs and symptoms of a drug-affected person. Jason Freeman, Riverside Park, will compare in-house operation of first aid offices with contracting for first aid care.

Future of Themed Entertainment**8.00 - 10.00am MR 99**

Where is themed entertainment heading?

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Case Study for Smaller Amusement Parks: Revenue Centres

8.30 - 10.00am MR 90

Reviewing programmes and procedures for improving revenue, upgrading revenue facilities and controlling the cost of goods. Moderated by Mark Kane and Jeff Hudson, Skee-ball, Inc.

Edutainment

9.00 - 10.00am MR 103 Interpreted

This seminar will identify how you can integrate educational opportunities into your entertainment facility attraction mix. Speakers are Denise Weston, Playworks, and Nancy Lemas, FEC Systems.

10.00am - 6.00pm Trade Show Park Operations

4.00 - 5.30pm MR 103

(Open to non-members) Interpreted

Industry experts will provide you with useful information to help with the improvement of your park operations. The line up of speakers will include Gregg Picon, Knott's Berry Farm, Pat Helbling, Paramount's Great America, and Chris Campbell, Opryland.

Security

4.00 - 6.00pm MR 85

Learn how to design and implement a security awareness programme for your facility. Kevin Takcas, a former police officer and DEA agent, will be the speaker with members of the gang division of New Orleans police department.

Maximise Games Operation Profits

4.00 - 6.00pm MR 100

(Open to non-members)

Topics include 'Cash Control', Leslie 'Juarez, Knott's Berry Farm; 'Employee Compensation', Brad Egan, Lagoon; Redemption and Arcades, Matt Reardon, SEGA; 'Games Success Stories', Neil Fasnacht, Funland; 'Games Survey', Peter Goudron, Playland Amusement Park.

Selling an FEC

4.30 - 6.00pm MR 93

This seminar will answer your questions on assessing and marketing the sale of your amusement facility. The speaker will be David Norton, Norton Auctioneers.

Parks: Administration

4.00 - 5.30pm MR 90

This offers a mythical model of a smaller amusement park and reviews long range planning, finance and marketing.

Saturday 18 November

Insurance for FECs

8.00 - 8.50am MR 103 Interpreted

Speakers include Randy Butler, Butler and Associates Insurance Agency, Michael Beckman, Beckman Insurance Agency, Michael Ladd, AI Entertainment Insurance, and David Harris, Scibal Associates, Inc.

Succession Planning

8.00 - 10.00am MR 93

To help you prepare your amusement facility for the future. Moderated by Michael Getlan, Recreational Amusement, Inc., The speaker will be Ross Nager, Arthur Andersen.

Insurance for Amusement Parks

9.00 - 10.00am MR 103 Interpreted

Find out how to prevent claims, settle for less money and save on your insurance. Speakers are Pat Hoffman, K & K Insurance, Chris Rogers, Rollins Hudig Hall/Albert G. Ruben, and Bob Murphy, Rollins Hudig Hall/Albert G. Ruben.

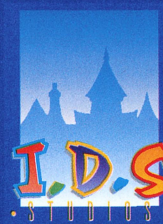
High-Tech Round table Discussion

8.00 - 10.00am MR 61

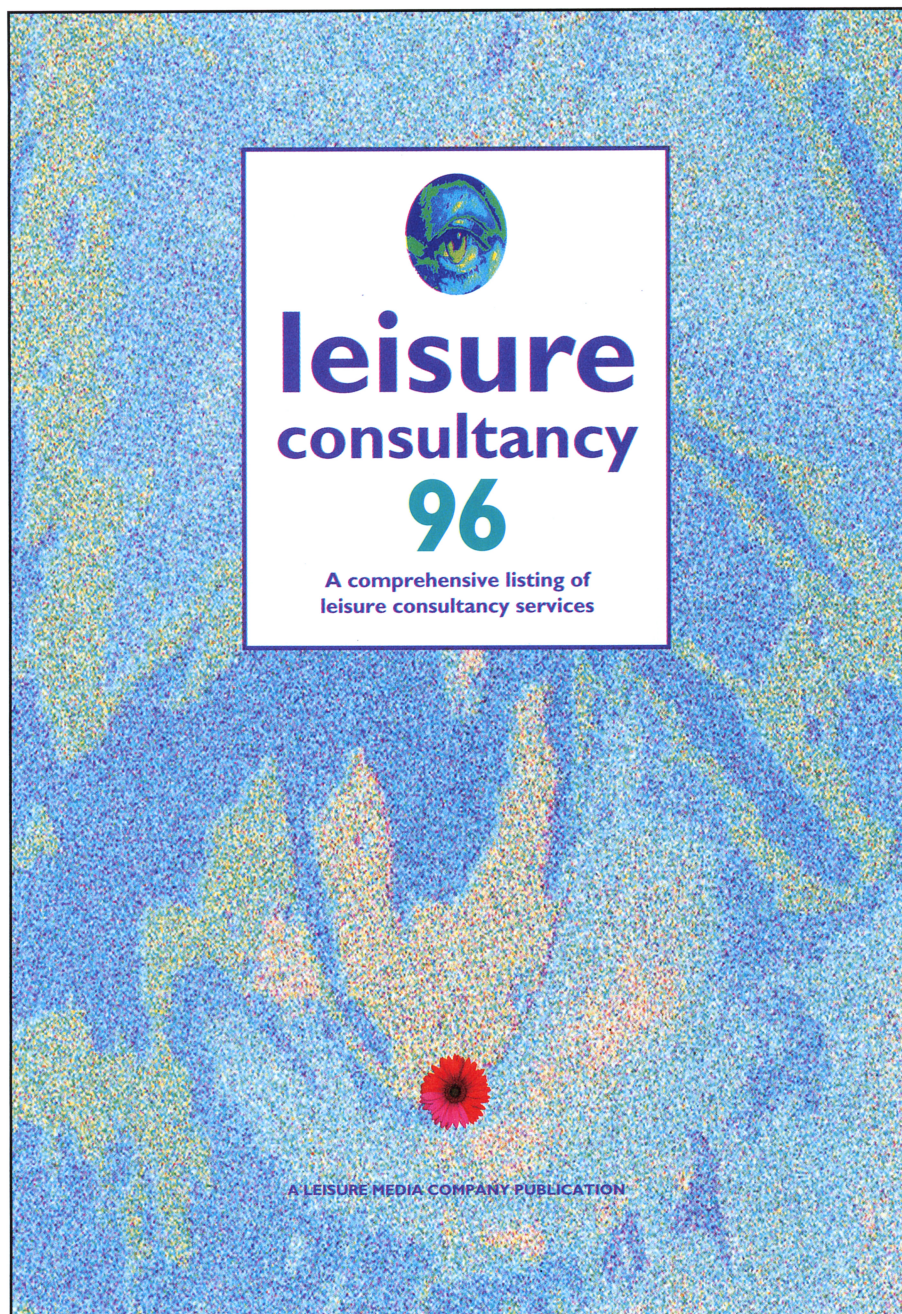
Topics include economic planning, project development, and themed entertainment trends.



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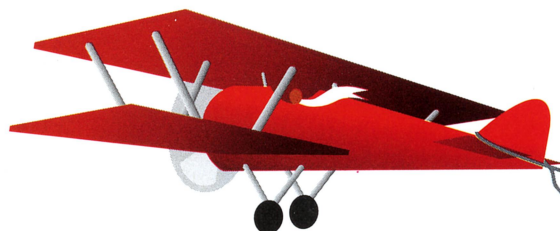
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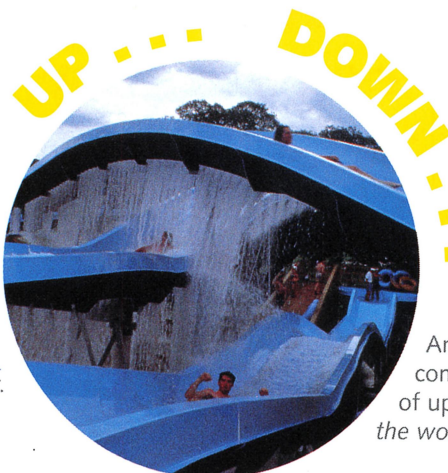
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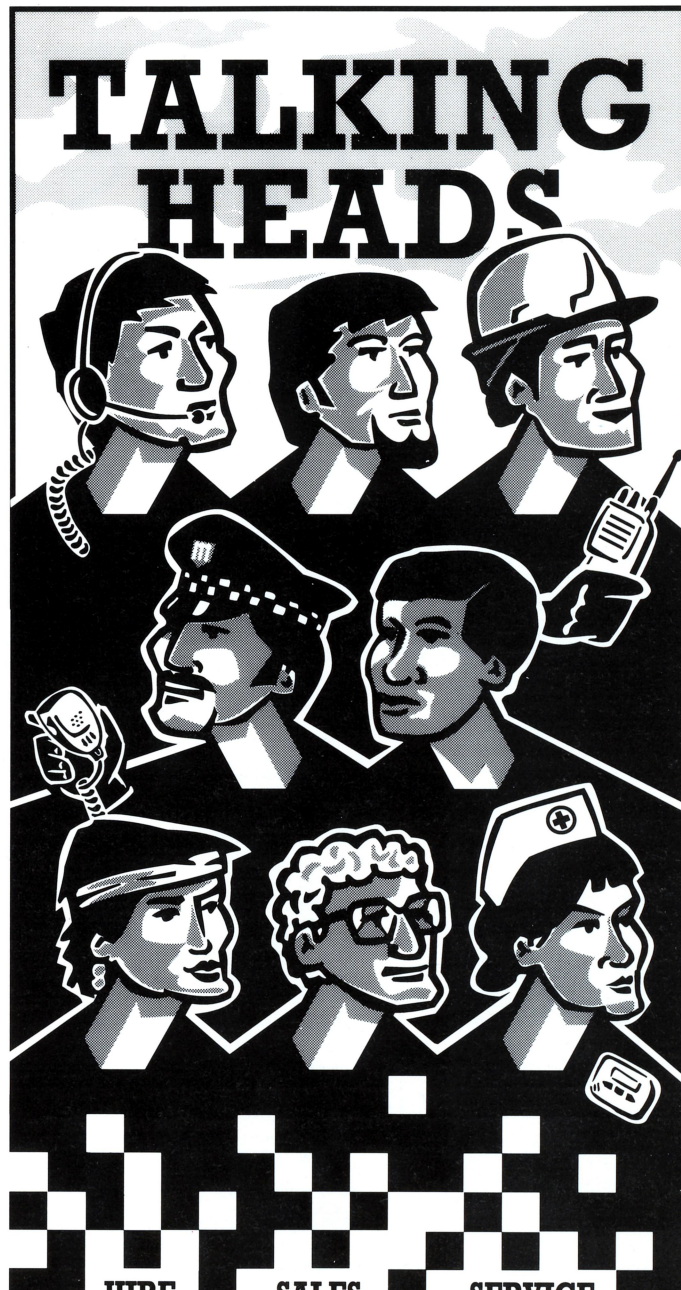
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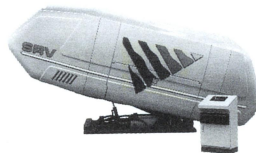
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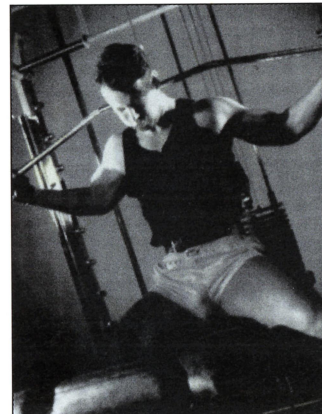
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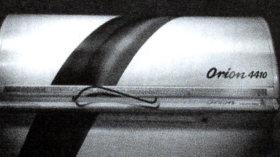
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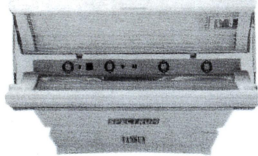
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MB

Managing by Walking/Wandering Around, or MBWA, was first brought to our attention in 1982 by Peters and Waterman in their landmark management text *In Search of Excellence*. As part of their examination of America's best run companies, they found that the then President of United Airlines, Ed Carlson, used it as a personal management method, while at Hewlett-Packard it was regarded as being fundamental to good communications.

What struck Peters and Waterman most was not the act of wandering, but the way in which it was used to encourage face to face communications, especially informal communication. They concluded that the excellent companies were "a vast network of informal, open communications".

At Hewlett-Packard they found people from diverse sections of the organisation holding informal and often impromptu meetings to resolve problems. This was in contrast to most large companies they had worked with, "where the managers and analysts never meet or talk to customers, never meet or talk to salesmen, and never look at or touch the product".

MBWA is not about managers aimlessly strolling (or strutting!) around the place just so they can be seen; an often quoted criticism. To be effective, it must have an underlying purpose, which is practical, visible management. The very fact that you have taken the trouble to come out of the office sends a crucial message to people in the organisation. What you do while out of the office, and to what effect, determines the ongoing value they place upon it.

Effective MBWA is about attitude,

your attitude towards leading and managing people. It is about leading from the front as opposed to from behind a desk. The last few years have seen a rash of management buzzwords and phrases that desk-bound managers can use to give the impression of being at the cutting edge of contemporary management thinking.

In our view, MBWA is not just another management fad. It is a new term for an old and basic management principle, which is that the only way you can gain any idea of what is really going on is to get out and look for yourself.

'People are our most important asset' is, possibly, the most hackneyed management phrase in recent times. How do you know that the people in your organisation or section are truly content if you do not ask them directly or give them the opportunity to confront you with their problems or grievances? This means seeing and talking to them during their working hours, including early and late shifts.

While wandering about, resist the temptation to jump on people when, and if, you see something wrong. This sends the wrong message, taking on the mantle of the 'seagull' method of management, by which managers hover looking for something to go wrong and when it does they swoop down, crap on the people involved and disappear again.

Go out of your way to find people doing something right and then openly praise them for it. If you see something that is wrong, choose your moment to correct it, unless of course it is creating a risk situation when you will have to act immediately. When you do act, do it through the line

1 Machiavelli's Power Principle

2 Principle of Quantification

3 Argyris's Archetype

4 Inertia Effect

5 Mini-Max Technique

6 Bootstrap Principle

7 Pareto's Principle

8 Parkinson's Law

9 Principle of Managing by Walking Around

10 Zeigarnik Effect

11 Murphy's Law

12 Peter's Principle

WBA

**Larry Neal and Colin
Tilley highlight the
benefits of managing
by wandering
around**

management process or chain of command to avoid undermining people's authority and to ensure they are fully aware of the change(s) you are seeking and expecting to be made.

Is the customer really king as far as your organisation is concerned? How do you know what it is your customers really want if you never mingle with them and talk to them informally about their views and ideas? How do you manage to sustain quality if you do not regularly get out and see, as well as sample, what is being delivered to the customer?

Much has been written about empowerment. Are the people in your organisation truly empowered or are they still constrained by needless bureaucracy? You will only find out by talking to them directly and getting their views as to just how well and practically they are empowered.

In this respect, MBWA is a tough principle to enact. It exposes the leader/manager's ability to relate to people, to listen, to be consistent and to be open and honest. It is also likely that in the early days of putting it into practice, people will naturally be suspicious. Over time, however, and in the wake of changes that result from the new approach, they will welcome the opportunity it affords them to gain the ear of management directly.

Critics of this principle argue that apparent aimless wandering is a waste of time that is better spent going through the endless management reports that we warned against in the last principle, Parkinson's Law (*Leisure Opportunities*, August 1995, p38). In truth, many such managers are more comfortable handling paper

than people.

Tom Peters railed against the desk-bound, information-based management approach in *Thriving on Chaos*. The biggest danger, he believes, is the distortion of information, either by accident or design, which shields the real situation from view and leads to uninformed decisions. The information necessary for action is actually at the front line, where those closest to the action are aware of the problems, trends and customer requirements.

He also promotes semi-aimless wandering to avoid situations being dressed up ready for a pre-arranged visit so things look better than they are. A sharp operations manager can also arrange for certain people not to be around during the time of the visit, especially if they are not afraid to identify and highlight the real issues and problems confronting them!

Peters offered some key advice for handling MBWA trips, which included the protection of informants, while at the same time using their information with care; focus on listening not talking; take notes; promise action and ensure you deliver. If you don't, your credibility will be zero.

Listening, especially 'naive listening', as described by Peters and Austin, is crucial. Seek the views of front line staff and customers, who will tell it as it is and without jargon.

As we move deeper into the information age, MBWA is going to be even more important, largely because of the advancements that are being made in the area of electronic communication. The fax is about to be overtaken by e-mail, which will enable managers to send and receive information faster than ever before.

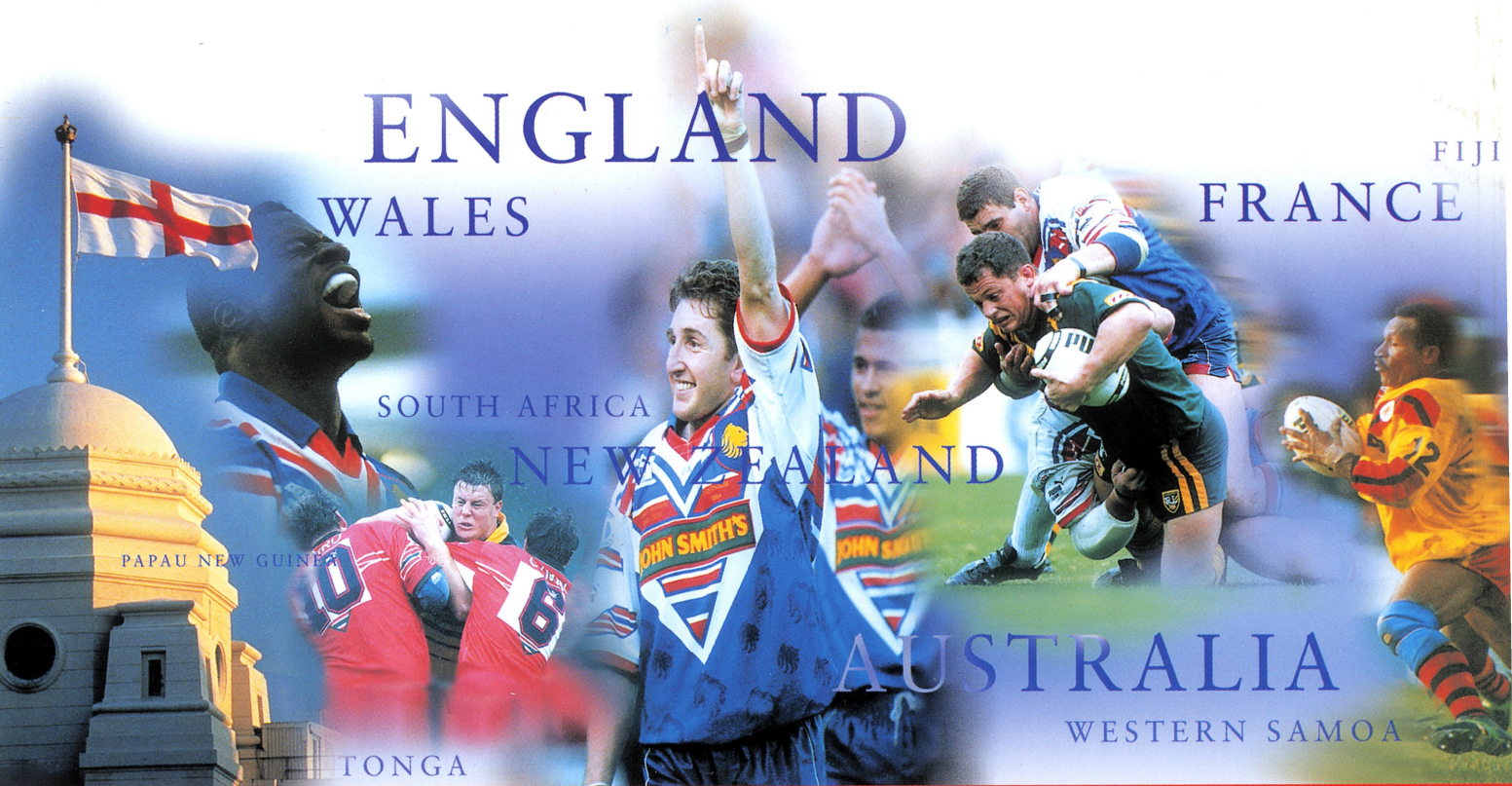
With e-mail, a manager can type and send a memo to 1-1001 other people from across the corridor to around the world merely by typing the code or nickname and pressing the send button. No pen, no paper and the message has gone in seconds. Couple this with the pending development of videophones, and you can foresee a time when there will be no need for people to interact face to face. They can e-mail a report and then hold a conference call on their videophone system to discuss it.

In management and human relations terms, this could be a potential disaster unless balanced by such techniques as MBWA. The worse thing to happen will be for managers to get divorced from reality. Active involvement must be maintained.

The findings of research into best practices for service and quality control by the American Society for Quality Control led them to conclude that the most innovative organisations are distinguished "by management that is on its feet...Most ideas don't appear all neat and tidy in a memo on someone's desk. Ideas come from discussion with customers (even complaints), from problem solving sessions with suppliers, from talking to workers who've identified a difficulty or proposed a better method, from listening to the sales force".

The only thing left for you to do now is to go for a wander! ●

Larry Neal is associate professor and chair of the Recreation, Tourism Management and Design Program at the University of Oregon and Colin Tilley is a director of Whiteley International +44 (0)1252 851030



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